National Defence
Défense nationale

DEFENCE PLAN 2001

The Department of National Defence and Canadian Forces Internal Annual Business Plan for Fiscal Year 2001/2002

Canada

19 April 2001

FOREWORD

This *Defence Plan 2001* is a plan of execution for 2001-02 and a guide for business planning for the period 2002/03 to 2004/05. It is aligned with the annual *Report on Plans and Priorities 2001/02* that was tabled in Parliament last month. These two documents should be read in concert.

The *Defence Planning Guidance* will no longer be issued in its previous form. *Defence Planning Guidance 2001* – issued on April 11, 2000 – remains in effect for the original planning period but where discrepancies arise, this document, the Defence Plan 2001, takes precedence.

Defence Plan 2001 is a transitional document intended to serve as a bridge to the new annual planning process that is being developed this year. For the next fiscal year (2002/03) we will strive to have only a single planning document for this organization – the annual *Report on Plans and Priorities*. As is normally the case it will be issued immediately prior to the beginning of the fiscal year.

This change is being made for four reasons:

- to complement the work underway in the pursuit of the modernizing management initiative;
- to reduce workload;
- to reduce the number of documents we produce annually; and
- to improve overall transparency by producing a single planning document that is valid both inside the organization and to outside audiences, including Parliament.

One further change incorporated in this report is the identification of key short-term priorities for the organization – i.e. critical areas where progress has to be achieved in the current fiscal year. Corporate priorities will be reviewed and set annually to reflect the environment and particular challenges facing us at the time that the business plan is being drafted. The priorities and the rationale behind them are explained in the message from the DM and the CDS that follows.

Further changes in the annual planning and resource allocation process will be made known in the coming months.

DM AND CDS MESSAGE

Our organization remains an important and highly visible national institution in this country. It is one that has gone through enormous change in the last decade: that said, change will continue to be a constant in meeting our commitments in the future.

Part of the ongoing transformation is the continuing effort to modernize our management practices. In that regard, a series of modifications are being made in our annual planning and resource allocation processes.

One of those has been the identification of *corporate priorities* for the organization. These are intended to identify challenges that will attract particular attention from us for this year and, possibly, beyond. We plan to identify annually such priorities for the organization to assist us in taking resource allocation decisions and to help us focus our efforts on critical issues affecting the organization as a whole.

We thought it useful to briefly outline what these are currently and why they were identified as corporate priorities. We count on your support to help us deal with these.

The corporate priorities are:

People:

We have to address a number of issues relating to both military and civilian human resources. For military personnel these include re-vitalizing the CF health care services, continuing to implement the Quality of Life agenda, enhancing our recruitment efforts, changing the terms of service to encourage the retention of key personnel, expanding the diversity of representation, and transforming officer professional development. For civilian personnel we will be moving forward with classification reform, enhancing learning opportunities, expanding our recruitment efforts including those for under-represented groups, and supporting the Government-wide reform of the human resource management framework.

Contributing to National Priorities:

Earlier this year the Prime Minister directed us to establish a new office that would combine the already existing Emergency Preparedness Canada with a new national critical infrastructure protection mandate. The Prime Minister appointed an Associate Deputy Minister (Ms Margaret Purdy) to establish this new office. Ensuring that this new operation is functioning effectively within our organization will be one of our key priorities for the current year. It will not only have a significant role to play here in Canada but, as well, in the broader security relationship we have with the United States.

The Government also set out its agenda of priorities for the country in the Speech from the Throne earlier this year. There are three priorities in particular that we will be focussed on:

- the *Government on Line* initiative, which seeks to have more of our transactions and interactions with Canadians, carried out through the Internet. We will be concentrating our

104-03750/

own efforts here on electronic commerce ("e-business"), recruitment of both military and civilian personnel, security of systems and Internet transactions, and on ensuring that our presence on the Internet has a "common look and feel" with that of the Government as a whole;

- the *skills and innovation agenda* is one where we believe we can make a valuable contribution most notably through the work of our own research and development activities headed by ADM, Science and Technology;

- the *reform of the federal Public Service*, involving changes to the current management structure and systems, is critical to the future well being and competitiveness of the federal Public Service.

Optimizing force structure:

This is an ongoing and never-ending challenge for us given the changes in the international environment, technology (including the "Revolution in Military Affairs"), and the need to live within a finite resource base. Our efforts here will focus on, among other things, the modernization of our fleets of Auroras and CF-18s, the acquisition of new equipment such as the replacement for the Sea King helicopter, and the ongoing review of our force structure.

Modernizing management:

We are one of the original pilot departments for the Government's Modern Comptrollership initiative, something that we have designated internally as the "*modern management agenda*". That agenda covers the following elements:

- our Modern Comptrollership plan itself (including the implementation of the Financial Information Strategy);

- the establishment of an integrated information management architecture;

- changes to military and civilian human resource management systems; and

- the pursuit of ongoing changes to our internal business planning and resource allocation systems.

Modernizing management systems and enhancing effective financial stewardship are one of the ongoing priorities for the government as a whole. As the largest organization within the federal government with the largest operating budget we have a particular responsibility to improve constantly our management practices and capacities.

Strategic partnerships:

A new Administration in Washington has embarked upon a comprehensive defence review that is expected to be completed this year, setting the future direction for both American defence policy and the organization and structure of the US defence establishment. That factor, combined with the ongoing consideration of a new national missile defence system as well as further developments in the areas of critical infrastructure protection and concepts such as homeland security, will require particular attention from us this year.

As well, developments in Europe involving our NATO allies there in new European-centered security arrangements will bear careful monitoring given the potential implications affecting Canada's commitments to NATO.

J.M.G. Baril	Jim Judd
General	Deputy Minister
Chief of the Defence Staff	

TABLE OF CONTENTS

FOREWARD i

DM AND CDS MESSAGE ii

TABLE OF CONTENTS v

LIST OF TABLES AND FIGURES VII

CHAPTER 1 - INTRODUCTION

101. The Defence Plan 1-1
102. Fiscal Context 1-1

CHAPTER 2 - STRATEGIC DIRECTION

201. General 2-1
202. Mission Statement 2-1
203. Vision Statement 2-1
204. Issues and Challenges 2-2
205. Priorities for Defence Plan 2001 - The Change Agenda 2-2
206. Capability Programs and Key Result Expectations 2-3

CHAPTER 3 - THE SUSTAINING AGENDA – RUNNING THE BUSINESS

301. General 3-1
302. Common Sustainment Defence Tasks 3-1
303. Readiness, Operational Sustainment & Mobilization 3-1
304. Chief of the Maritime Staff - CMS 3-5
305. Chief of the Land Staff - CLS 3-7
306. Chief of the Air Staff - CAS 3-10
307. Deputy Chief of Defence Staff - DCDS 3-14
308. Canadian Forces Northern Area - CFNA 3-16
309. Information Management Group - ADM (IM) 3-18
310. Military Human Resources Group – ADM (HR-Mil) 3-19
311. Civilian Human Resources Group – ADM (HR-Civ) 3-21
312. Materiel Group – ADM (Mat) 3-23
313. Science and Technology Group- ADM (S&T) 3-24
314. Infrastructure and Environment Group - ADM (IE) 3-25
315. Finance and Corporate Services Group – ADMc(Fin CS) 3-26
316. Policy Group - ADM (Pol) 3-28
317. Vice Chief of Defence Staff Group - VCDS 3-29
318. Chief of Review Services - CRS 3-30
319. Director General Public Affairs - DGPA 3-30
320. Special Entities 3-31

ANNEX A – FORCE STRUCTURE 3A-1

CHAPTER 4 - FUNCTIONAL PROGRAM ACCOUNTABILITIES

401. General Guidance. 4-1
402. Strategic Human Resources Management - Military 4-1

403. Strategic Human Resources Management - Civilian 4-6
404. Human Resources 4-8
405. Resource Allocation Priorities 4-10
406. National Procurement 4-11
407. The Capital Program 4-13
408. The Construction Program 4-15
409. The Corporate Environmental Program 4-16
410. The Information Management Program 4-17
411. Alternative Service Delivery 4-19
412. Corporate Risk Management 4-19
413. Force Planning Guidance 4-20

CHAPTER 5 - THE CHANGE AGENDA – PROMOTING DEFENCE CAPABILITY FOR THE FUTURE

501. Plans and Priorities –2001 5-1
502. Key Change Initiatives 5-2
503. Ongoing Change Initiatives 5-8

ANNEX A - RESPONSIBILITY MATRIX 5A-1

CHAPTER 6 - ALLOCATIONS, RESOURCES AND AFFORDABILITY

601. Defence Service Program (DSP) Overview 6-1
602. Resource Management Framework 6-3
603. Senior Manager Structure 6-4

ANNEX A – SENIOR MANAGER STRUCTURE 6A-1

ANNEX B – ALLOCATIONS AND RESOURCE PLANNING LEVELS 6B-1

CHAPTER 7 - COORDINATING INSTRUCTIONS

701. General 7-1
702. Business Planning 7-1
703. Performance Measurement Framework 7-4

ANNEX A - SENIOR EXECUTIVE COMMITTEES 7A-1

ANNEX B – MAJOR DEPARTMENTAL REPORTS 7B-1

GLOSSARY OF TERMS GL-1

LIST OF ABBREVIATIONS LA-1

LIST OF TABLES AND FIGURES

Table 1-1 - Defence Services Program 1-2
Figure 2-1 - Departmental Strategic Linkage 2-4
Table 3-1- CF Readiness Levels 3-2
Figure 3-1 - CF Vanguard and MCF Summary 3-4
Table 4-1 – Military Human Resource Distribution Priorities 4-4
Table 4-2 - National Procurement Priorities 4-12
Table 4-3 – Capital Equipment Priorities 4-15
Table 4-4 – Construction Priorities 4-16
Table 4-5 – Corporate Environmental Program Priorities[1] 4-17
Table 4-6 - IM Priority Areas 4-18
Table 4-7 – Capability Goals Matrix 4-21
Figure 4-1 – The Spectrum of Conflict 4-21
Table 4-8 - Major Force Planning Scenarios 4-22
Table 5-1 RPP Priority Areas, Annual Corporate Priorities and Strategy 2020 Change Objectives 5-2
Table 5-2 RPP Priority Areas, Ongoing Change Initiatives, and Strategy 2020 Change Objectives 5-8
Table 6-1 –Planned and Anticipated Defence Funding 6-1
Table 6-2 –Defence Plan 2001 – FY 01/02 Planned Resource Allocations ($000 BY) .. 6-2
Table 6-3 –Defence Plan 2001 – FY 02/03 Planned Resource Allocations ($000 BY) .. 6-3
Table 6B-1 - CMS Operating Budget 6B-1
Table 6B-2 - CMS Apportioned Corporate Accounts 6B-1
Table 6B-3 - CLS Operating Budget 6B-1
Table 6B-4 - CLS Corporate Accounts 6B-2
Table 6B-5 - CLS Apportioned Corporate Accounts 6B-2
Table 6B-6 – CAS Operating Budget 6B-2
Table 6B-7 - CAS Corporate Accounts 6B-3
Table 6B-8 - CAS Apportioned Corporate Accounts 6B-3
Table 6B-9 - DCDS Operating Budget 6B-3
Table 6B-10 - DCDS Corporate Accounts 6B-4
Table 6B-11 - DCDS Apportioned Corporate Accounts 6B-4
Table 6B-12 - CFNA Operating Budget 6B-4
Table 6B-13 - CFNA Apportioned Corporate Accounts 6B-5
Table 6B-14 - IM Operating Budget 6B-5
Table 6B-15 - IM Apportioned Corporate Accounts 6B-5
Table 6B-16 - HR-Mil Operating Budget 6B-6
Table 6B-17 - HR-Mil Corporate Accounts 6B-6
Table 6B-18 - HR-Mil Apportioned Corporate Accounts 6B-6
Table 6B-19 - HR-Civ Operating Budget 6B-7
Table 6B-20 – Mat Operating Budget 6B-7
Table 6B-21 - Mat Corporate Accounts 6B-7
Table 6B-22 - Mat Apportioned Corporate Accounts 6B-8
Table 6B-23 - S&T Operating Budget 6B-8
Table 6B-24 - S&T Apportioned Corporate Accounts 6B-8
Table 6B-25 - IE Operating Budget 6B-9
Table 6B-26 - IE Corporate Accounts 6B-9
Table 6B-27 - IE Apportioned Corporate Accounts 6B-9

Table 6B-28 - CFHA Operating Budget 6B-10
Table 6B-29 - Fin CS Operating Budget 6B-10
Table 6B-30 - Fin CS Corporate Accounts 6B-10
Table 6B-31 - Fin CS Apportioned Corporate Accounts 6B-11
Table 6B-32 - Pol Operating Budget 6B-11
Table 6B-33 - Pol Corporate Accounts 6B-11
Table 6B-34 - Pol Apportioned Corporate Accounts 6B-12
Table 6B-35 - MND/DM AND CDS Operating Budgets 6B-12
Table 6B-36 - VCDS Operating Budget 6B-12
Table 6B-37 - VCDS Corporate Accounts 6B-13
Table 6B-38 - VCDS Apportioned Corporate Accounts 6B-13
Table 6B-39 - CRS Operating Budget 6B-13
Table 6B-40 - CRS Apportioned Corporate Accounts 6B-14
Table 6B-41 - DGPA Operating Budget 6B-14
Table 6B-42 - DGPA Apportioned Corporate Accounts 6B-14
Table 6B-43 - Ombudsman Operating Budget 6B-15
Table 6B-44 - JAG Operating Budget 6B-15
Table 6B-45 - JAG Corporate Accounts 6B-15
Table 6B-46 – JAG Apportioned Corporate Accounts 6B-16
Table 6B-47 - DND/CF LA Operating Budget 6B-16
Table 6B-48 - DND/CF LA Corporate Accounts 6B-16
Table 6B-49 - DND/CF LA Apportioned Corporate Accounts 6B-16
Table 6B-50 - CMJ Operating Budget 6B-17
Table 6B-51 - CMJ Apportioned Corporate Accounts 6B-17
Table 6B-52 - OCIPEP Operating Budget 6B-17
Table 6B-53 - OCIPEP Corporate Account 6B-18
Table 6B-54 - NSS Operating Budget 6B-18
Table 6B-55 - NSS Corporate Account 6B-18
Table 6B-56 - CSE Operating Budget 6B-18
Table 6B-57 - Departmental Reserves And Revenues 6B-19
Figure 7-1 - Defence Planning Cycle 7-1
Figure 7-2 – Transitional Business Planning Process for FY 02/03 7-2
Figure 7-3 - Key Perspectives 7-5
Table 7-1 - Performance Measurement Framework (Key Perspectives) 7-7

CHAPTER 1

INTRODUCTION

101. THE DEFENCE PLAN

1. The purpose of the *Defence Plan 2001* (*DP 01*) is to provide the direction to Department and Canadian Forces Senior Managers (see Chapter 6 for the definition of Level One (L1) Advisors and Special Entities (SEs)) with operating budgets, on the execution of their Business Plans for the fiscal year 2001-2002 and preparations for the upcoming years. These L1 Advisors and SEs are fully accountable to the Deputy Minister and the Chief of Defence Staff for their resources. Additionally, this Defence Plan provides direction on cross-functional relationships and accountabilities for areas such as Corporate Accounts, National Procurement, Military Human Resources and Capital. Further guidance on the relationship of this accountability structure is provided in Chapter 6, Article 603.

2. The *RPP 01* is based upon the eight Defence Objectives that broadly describe what is to be accomplished. These Objectives are further broken down into Defence Tasks that are assigned to Senior Managers. Section V of the *RPP 01* further identifies the Change Goals that arise from *Strategy 2020* which result in Change Objectives assigned to Senior Managers. The *RPP 01* introduces the five Capability Programs that comprise the Capability Based Planning that will take full effect in the next planning cycle. The methodology of assigning these tasks and change objectives is preserved in this Defence Plan while additional guidance is included to prepare for Capability Based Programming.

102. FISCAL CONTEXT

1. The fiscal outlook of *Defence Plan 2001* remains conditioned by the 2000 Federal Budget announcement:

> *"Funding for the next three years has also been increased to improve National Defence's ability to participate in peacekeeping activities, upgrade capital equipment and address quality of life issues within the military."*

2. As a result, by the end of the planning period, we anticipate an increase of more than $650M to the Defence Services Program (DSP). Positive precedents have also been established with regard to two other issues that are critical to the integrity of the Defence Services Program (DSP):

   a. The explicit recognition of, and compensation for, price level changes, both over the full program and for personnel economic adjustments; and

   b. Additional funding for operational activities where the costs in any one year exceed a certain threshold.

3. In terms of absolute dollar spending, Canada is and will remain in the middle of the pack of 19 NATO members. The United States, United Kingdom, France, Germany, and Italy – in that order – remain the five NATO nations that invest the most in defence, based on 2000 estimates. The budget increases will stabilize Canadian Defence funding at approximately 1.1 percent of Gross Domestic Product (GDP). The increase is significant in that the decade-long decline in Defence funding has been halted.

4. Table 1-1 portrays the outlook for the total program over the *Defence Plan 2001* planning period.

Table 1-1 - Defence Services Program

($ Millions) Budget Year	2001-02*	2002-03	2003-04	2004-05
Reference Level	11,746	11,739	11,924	12,138

* the FY01/02 total includes SUR and anticipated carry-forward. See Chapter 6 for more details.

CHAPTER 2

STRATEGIC DIRECTION

201. GENERAL

1. The strategic level direction in this chapter is designed to ensure that resources are allocated in such a way as to achieve the intended focus and balance.

2. The primary sources for the guidance set out in *DP 01* are the following:

   a. **Defence Policy**. As outlined in the 1994 Defence White Paper and subsequent statements of the Minister and Government;

   b. **National Defence 2001-2002 Report on Plans and Priorities.** The *RPP 01* describes the mandate, plans, priorities, strategies and key results expected of the Department.

   c. **Planning, Reporting, and Accountability Structure (PRAS) – The Sustaining Agenda.** The PRAS is the structure against which the department reports and accounts to Parliament for the resources it receives and the results it achieves. The PRAS contains one Mission and five Capability Programs, with several key result expectations for each. The *DP 01* in turn assigns tasks and resources to Senior Managers in order that these key results can be achieved.

   d. **Shaping the Future of Canadian Defence: A Strategy for 2020 – The Change Agenda.** *Strategy 2020* identifies both the challenges and opportunities facing the department and articulates our strategic vision and objectives for the future; and

   e. **Organization and Accountability**. The second edition of *Organization and Accountability* describes the accountabilities of Level 1 Advisors and Special Entities.

202. MISSION STATEMENT

The mission of the Department of National Defence and the Canadian Forces is to defend Canada and Canadian interests and values while contributing to international peace and security.

203. VISION STATEMENT

The Defence team will generate, employ and sustain high-quality, combat-capable, inter-operable and rapidly deployable task-tailored forces. We will exploit leading-edge doctrine and technologies to accomplish our domestic and international roles in the battlespace of the 21st century and be recognized, both at home and abroad, as an innovative, relevant, knowledge-based institution. With transformational leadership and coherent management, we will build upon our proud heritage in pursuit of clear strategic objectives.

204. ISSUES AND CHALLENGES

1. Section II of the *RPP 01* identifies and describes significant issues and challenges to be faced by Defence. These include:

- a. Operational Tempo;
- b. Reforming the Military Health Care System;
- c. Recruiting and Retention:
- d. Communications;
- e. Meeting Public Expectations for Good Management;
- f. The Revolution in Military Affairs;
- g. Asymmetric Threats and Critical Infrastructure;
- h. A New U.S. Administration;
- i. Inter-operability, the European Security Defence Policy (ESDP) and NATO; and
- j. Modern Peace Support Operations.

205. PRIORITIES FOR DEFENCE PLAN 2001 - THE CHANGE AGENDA

1. **Priorities**. As a result of analysis of these challenges the Defence leadership has deliberately set fewer priority areas than in previous years, and has identified specific areas of focus for major initiatives. Within the planning period of *Defence Plan* 01, the Department will focus its efforts towards the achievement of the change objectives, within five priority areas. In support of each priority area, the Department has identified annual corporate priorities as set out in the DM/CDS message. These will be addressed by assigning change initiatives to Level 1 Advisors. The relationship between priority areas, annual corporate priorities and change initiatives is explained in **Chapter 5: The Change Agenda – Promoting Defence Capability For The Future.**

2. **Strategy 2020.** The eight strategic change objectives set out in *Shaping the Future of Canadian Defence: A Strategy for 2020* remain the foundation for the change agenda in the long term. These objectives are:

- a. **Innovative Path**. Create an adaptive, innovative, and relevant path into the future;
- b. **Decisive Leaders**. Develop and sustain a leadership climate that encourages initiative, decisiveness and trust while improving our leaders' abilities to lead and manage effectively;
- c. **Modernize**. Field a viable and affordable force structure trained and equipped to generate advanced combat capabilities that target leading-edge doctrine and technologies relevant to the battlespace of the 21st century;
- d. **Globally Deployable**. Enhance the combat preparedness, global deployability and sustainability of our maritime, land and air forces;

e. **Inter-operable**. Strengthen our military-to-military relationships with our principal allies ensuring inter-operable forces, doctrine, and C4I;

f. **Career of Choice**. Position Defence as a rewarding, flexible and progressive workplace that builds professional teams of innovative and highly skilled men and women dedicated to accomplishing the mission;

g. **Strategic Partnerships**. Establish clear strategic, external partnerships to better position Defence to achieve national objectives; and

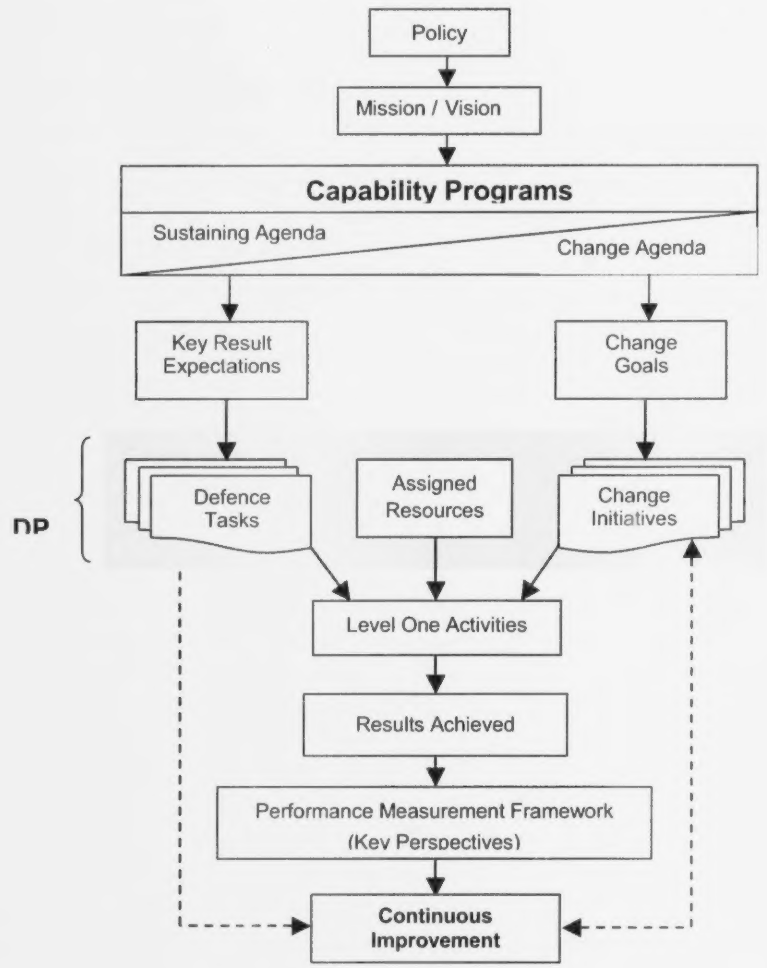
h. **Effective Resource Stewardship**. Adopt a comprehensive approach to planning, management and comptrollership, focussed on operational requirements, that prepares us to respond rapidly and effectively to change.

206. CAPABILITY PROGRAMS AND KEY RESULT EXPECTATIONS

1. The Department now expresses how the Defence mission is to be achieved in terms of Capability Programs, Key Result Expectations and Change Goals as shown in the diagram at figure 2-1. The Key Result Expectations are aligned to the Capability Programs and are translated into specific Defence Tasks, which are assigned to the individual Level 1 Advisors. The Level 1 Advisors are provided with the resources to accomplish their assigned Defence Tasks, and are responsible to the DM and CDS for their achievement. This is provided in **Chapter 3: The Sustaining Agenda – Running The Business.** These mission and task statements should not change substantially from year to year unless there is a Defence Policy review or significant force structure changes are implemented. **Chapter 4: Functional Program Accountabilities** provides direction on resource areas that are corporate. In some cases Functional Level 1 Advisors have accountabilities to the DM and CDS that can only be exercised with top down direction provided in this plan.

2. The Defence Tasks are to be accomplished by conducting routine and planned operations, unforecast operations, and by maintaining a contingency capability that is subject to periodic evaluation. The L1 Advisors also demonstrate achievement of their assigned Defence Tasks by meeting commitments made in business plans and the agreed levels of support in Service Level Agreements (SLA), Memoranda of Understanding (MOU), and letters of agreement. Tasks assigned to individual L1 Advisors follow in Chapter Three.

Figure 2-1 - Departmental Strategic Linkage


Policy
Mission / Vision
Capability Programs
Sustaining Agenda
Change Agenda
Key Result Expectations
Change Goals
DP
Defence Tasks
Assigned Resources
Change Initiatives
Level One Activities
Results Achieved
Performance Measurement Framework (Key Perspectives)
Continuous Improvement

3. The Department of National Defence and the Canadian Forces will achieve the Defence mission through the following Capability Programs identified in the PRAS:

a. **Capability Program 1 (CP01): Command and Control.** This Capability Program will be met through the following Key Result Expectations:

(1) **1.1 - Command Forces** - provide the capability to effectively and efficiently command and control forces in the conduct of assigned missions;

(2) **1.2 - Communications** - provide reliable, robust and efficient multi-purpose communications capabilities, in support of domestic and international military activities; and

(3) **1.3 - Intelligence and Information** - provide the capability to gather, analyze and disseminate military intelligence and information in support of Defence and Governmental requirements.

b. **Capability Program 2 (CP02): Conduct Operations.** This Capability Program will be met through the following Key Result Expectations:

(1) **2.1 - Surveillance and Control** - provide the capability to conduct general surveillance and demonstrate the ability to monitor and control activity within Canada's territory, airspace and maritime areas of jurisdiction;

(2) **2.2 - Search and Rescue** - provide comprehensive search and rescue services throughout Canada's areas of responsibility as part of the national SAR program, and maintain the ability to respond to a major airline disaster in the north or remote areas;

(3) **2.3 - Humanitarian Assistance** - provide the capability to render humanitarian assistance and conduct disaster relief activities, within Canada and internationally;

(4) **2.4 - Aid of the Civil Power** - provide the capability to assist national civil authorities in Aid of the Civil Power (ACP) operations. In addition, provide the capability to mount an immediate, effective and appropriate response for the resolution of terrorist activities;

(5) **2.5 - Evacuation of Canadians** - provide the capability to assist the Department of Foreign Affairs and International Trade (DFAIT) in the protection and evacuation of Canadians from areas threatened by imminent conflict;

(6) **2.6 - Assistance to OGDs** - provide the capability to assist OGDs and other levels of Government to enforce Canadian national sovereignty and interests claims, and to conduct domestic operations in areas such as fisheries protection, drug interdiction, and environmental protection;

(7) **2.7 - UN Operations** - provide the capability to participate in UN peace support operations;

(8) **2.8 - Defence of North America** - provide the capability to defend Canadian and US territory, in cooperation with US forces, against potential threats to security; and

(9) **2.9 - International Security** - participate in bilateral and multilateral operations and exercises in concert with US forces, UN member states, NATO member states, and in coalitions of like-minded countries.

c. **Capability Program 3 (CP03): Sustain Forces.** This Capability Program will be met through the following Key Result Expectations:

(1) **3.1 - Support Personnel** - provide the capabilities necessary to maintain and support the health and effectiveness of Defence personnel;

(2) **3.2 - Sustain Equipment** - provide the capability to repair and maintain equipment and Defence materiel;

(3) **3.3 - Support Operations** - provide the capabilities and resources necessary to support military operations over an extended period of time; and

(4) **3.4 - Infrastructure** - provide the Canadian Forces and the Department of National Defence with cost-effective, functional physical infrastructure to support Defence activities.

d. **Capability Program 4 (CP04): Generate Forces.** This Capability Program will be met through the following Key Result Expectations:

(1) **4.1 - Generate Personnel** - provide the Canadian Forces and the Department of National Defence with trained military and civilian personnel able to carry out a wide range of Defence tasks;

(2) **4.2 - Provide Equipment** - provide the Canadian Forces with modern, multi-purpose, cost-effective equipment capable of achieving assigned Defence tasks;

(3) **4.3 - Doctrine and Structure** – study, design and implement doctrine, corporate and force structures necessary to provide effective and efficient Defence capabilities;

(4) **4.4 - Defence Research** - conduct research on military-related technologies, social and managerial trends, and corporate and military structures in direct support of Defence activities; and

(5) **4.5 - Mobilization Capability** - maintain reserves of trained personnel and equipment, and create Governmental and industrial relationships necessary to allow short or long-term augmentation of Defence capabilities.

e. **Capability Program 5 (CP05): Corporate Policy and Strategy.** This Capability Program will be met through the following Key Result Expectations:

(1) **5.1 - Defence Advice** - provide the Government with accurate, timely, and relevant Defence and security advice;

(2) **5.2 - Defence Policy Development** - ensure Canadian Defence policy remains relevant, effective, affordable and realistic through continual in-depth strategic monitoring and analysis, and by maintaining Defence policy representation and consultative links with Canadian public agencies and bodies;

(3) **5.3 - Security Arrangements** – participate in bilateral and multilateral Defence and security arrangements, treaties, and programs with the US and other countries;

(4) **5.4 - Governance** - ensure that the DND/CF implements and supports Government-wide initiatives, complies with legislation, policies and

management practices, and provides effective mechanisms for DND/CF policy development and standardization;

(5) **5.5 - Management** - provide effective and efficient corporate administrative, financial, and resource management support services;

(6) **5.6 - Defence Culture** - provide a harassment free work environment that respects the dignity of all co-workers, actively encourages organizational and individual learning, promotes leadership and ethical development, and encourages a culture of continuous performance improvement;

(7) **5.7 - Public Information** - provide effective and efficient public information and communication capabilities to ensure internal and external awareness and understanding of Defence activities; and

(8) **5.8 - Canadian Values** - ensure that the Department of National Defence and the Canadian Forces fulfil their role as a national institution, by reflecting and reaffirming Canadian values and expectations.

THIS PAGE INTENTIONALLY LEFT BLANK

CHAPTER 3

THE SUSTAINING AGENDA – RUNNING THE BUSINESS

301. GENERAL

1. This chapter assigns Senior Managers their responsibilities, tasks and goals in support of Canadian Forces readiness and sustainment and of other departmental capabilities. The format of these tasks reflects the adoption of the capability program view and the expectations of the Performance Management Framework. Responsibilities are based on the second edition of *Organization and Accountability*, with exceptions where so noted. Senior Managers are to establish the most effective and efficient methods to achieve these tasks and goals.

302. COMMON SUSTAINMENT DEFENCE TASKS

1. In addition to the specific *Defence Tasks* described in the following sections, all Senior Managers are assigned the four corporate Defence Tasks listed below. Where more specific direction to a particular L1 Advisor is warranted, an amplifying task has been assigned within their sub-section.

a. **DT5.1 Defence Advice** - Provide the DM and CDS with accurate, timely, and relevant defence and security advice in their specific areas of responsibility.

b. **DT5.4 Governance** - Ensure that the DND/CF implements and supports Government-wide initiatives, complies with legislation, policies and management practices, and provides effective mechanisms for DND/CF policy development.

c. **DT5.5 Management** - Provide effective and efficient corporate administrative, financial, and resource management support services.

d. **DT5.6 Defence Culture** - Provide a harassment free work environment that respects the dignity of all co-workers, actively encourages organizational and individual learning, promotes leadership and ethical development, and encourages a culture of continuous performance improvement.

303. READINESS, OPERATIONAL SUSTAINMENT & MOBILIZATION

1. **Readiness**. Readiness is the level of preparedness for personnel and materiel to respond to the tasks described in a scenario or to an operation being considered. The equipment, manning and training level of the unit shall determine the overall readiness for individual units of the CF. The time assigned to a unit to reach the readiness level is the time required to be fully manned and equipped at organizational strength, including the unit training and logistics stocks necessary for the operational mission assigned. The unit should be ready to begin the deployment phase of the operation upon completion of the time period identified. The DCDS and the three Environmental Chiefs of Staff, in coordination with VCDS, are responsible for determining the readiness states for operationally committed forces. In September of each year, VCDS, in consultation with

ADM(Pol), will initiate a review of readiness levels associated with all areas of CF operations. Recommendations for changes to readiness levels will be discussed with the ECS and the DCDS prior to submission to the VCDS for approval by the end of October. Amendments to OPLANS and the resulting effects of readiness changes will be assessed and communicated to NATO and allies through the annual defence review process.

2. CF units are required to maintain the levels of readiness shown in Table 3-1.

Table 3-1- CF Readiness Levels

	Joint	Maritime	Land	Air
Defence of Canada				
1. Wide-spread conflict	180 days	180 days	180 days	180 days
2. Key Result Expectations:	---	---	---	---
-Surveillance & Control Activities	---	8 hr	15 days	Immediate
-Assistance to OGDs	---	8 hr	8 hr	8 hr
-Humanitarian Assistance	48 hr	24 hr	24 hr	24 hr
-Search & Rescue	Immediate	8 hr	8 hr	Immediate
-Aid of the Civil Power	Immediate	8 hr	8 hr	8 hr (4)
Defence of North America				
3. CANUS	---	180 days	180 days	180 days
International Security				
4. Immediate Forces	---	See note 1	See note 1	See note 1
5. Vanguard Element (Inc HQs)	21 days	21 days(2)	21 days	21 days(2,3)
6. Main Contingency Force	90 days	90 days(2)	90 days	90 days(3)
7. International Humanitarian	---	---	48 hrs	48 hrs
8. Protect & Evacuate	3 days	21 days	3 days	3 days

Notes:

1. IAW Canada's NATO commitments
2. Higher readiness levels may be specified in Canada's NATO commitments.
3. Maritime helicopter detachment readiness is to match ship readiness levels.
4. CAS aviation support to DCDS for Aid of the Civil Power is at Immediate Readiness.

3. **Sustainment**. Sustainment is the capacity of a military force to maintain its operational effectiveness, measured in days of operations at anticipated usage rates at the expected operational tempo. Units/formations will normally maintain sufficient supplies of combat commodities such as ammunition, fuel and rations for the conduct of the initial period of operations at the tactical level. Support organizations at the operational level will maintain additional supplies in theatre to support continued operations. The strategic level of support, as part of the contingency operational planning process, will provide the stocks required to sustain operations beyond the ability of the tactical and operational levels. L1 Force generators (CMS, CLS, CAS) are responsible for ensuring that the tactical level stocks are available in sufficient quantities. The DCDS is responsible for setting stocking levels and assuring the availability of operational level sustainment stocks. ADM (Mat) is responsible for setting stocking levels and assuring the availability of strategic level sustainment stocks. The Director General Health Services (DGHS) will determine the sustainment requirements of medical supplies.

4. When deployed, the Vanguard components of the Main Contingency Forces (MCF) will be sustainable indefinitely in a low threat environment. The MCF itself is to be

sustainable for 60 days of combat operations. This period is not to be confused with time in-theatre, which would likely be of longer duration, up to one year.

5. The requirement to provide replacements for combat losses of major equipment is not part of routine sustainment and is to be addressed at the time of purchase of the items in question. During mobilization stages one and two, equipment may be sourced from across the CF in order to sustain operations. Redistribution of equipment will be assessed on a case-by-case basis and direction issued as necessary. Force generators should ensure that preliminary planning is conducted to identify the capacity of the current force structure and equipment holdings to provide replacements for combat losses of equipment.

6. **Evolving Sustainment Concepts**. The Joint Support Group concept continues to evolve, with the stand-up of the Headquarters to be completed in APS 02. Staffing will proceed with the development of a readily deployable sustainment capability.

7. **Mobilization.** As identified in the *RPP 01*, there is no direct or immediate conventional military threat to Canada and the risk of a global conflict, which could give rise to such a threat, is very low. Accordingly, the Canadian Forces have been structured to meet the most probable threats within the context of mobilization planning. Modern surveillance technology ensures that conventional hostile activities will be detected well in advance of any attack precipitating general warfare. Asymmetric threats, such as information and terrorist attacks, are more difficult to predict than large-scale conventional attacks and therefore have significantly less strategic warning associated with them. The response to asymmetric attack, however, is unlikely to trigger the requirement for national mobilization of conventional forces. As a result, Canada has adopted a mobilization posture that anticipates a longer period of increasing tension marked by hostile activities, warning indicators and instances of conventional conflict prior to the outbreak of general warfare. Strategic capability and force planning activities may therefore be undertaken with the expectation of several years' strategic warning prior to the emergence of a security threat necessitating stage four mobilization. Lesser stages of mobilization are to be addressed through the L1 Advisor (CMS, CLS, CMS, DCDS, and ADM (HR Mil)) force generation plans.

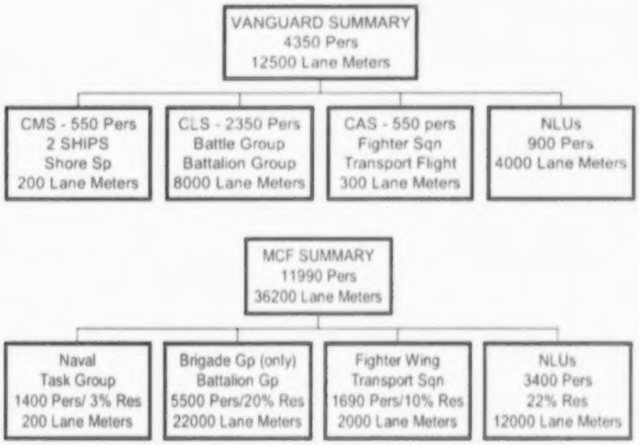
8. In peacetime, the military readiness levels of the CF are maintained at levels deemed prudent by Government. Although current assessments suggest at least five years' warning of any major conventional military threat to Canada, the 1994 Defence White Paper calls for Defence to develop mobilization plans for a transition from routine peacetime operations to higher levels of involvement.

9. A four-stage framework provides the overall concept for mobilization planning. Detailed planning for all necessary mobilization for operations is conducted under the guidance of the DCDS. Conceptual planning for Stage 1 (force generation) and Stage 2 (force enhancement) is a subset of the force employment and force generation processes and is conducted on a routine basis within the DCDS group (assisted by Environmental Chiefs of Staff and Group Principals). Conceptual planning for Stage 3 (force expansion) and Stage 4 (national mobilization) is a subset of the strategic direction and force generation processes and is conducted by VCDS/ADM (Pol) and those Level 1 Advisors involved in force generation. The VCDS is responsible for developing the overall strategic mobilization plan. This is to be accomplished in accordance with the *VCDS Mobilization Planning Framework and Action Directive* that was issued in March 1999,

endorsed by the CF Doctrine Board in November 1999, and is now entitled CF Joint Doctrine on Mobilization.

10. While the 1994 White Paper provided broad guidance on the capabilities and personnel strengths of Vanguard and Main Contingency Forces (MCF), the MOS Review II and strategic lift considerations highlighted the need for more precise force structure guidance. While the numbers developed are slightly higher than anticipated in 1994, they do not undermine the CF's ability to deliver Defence policy. For force planning purposes, the maximum size and composition of the Vanguard and MCF, in terms of personnel and planning targets in lane meters, shall be as follows:

Figure 3-1 - CF Vanguard and MCF Summary


VANGUARD SUMMARY
4350 Pers
12500 Lane Meters
CMS - 550 Pers
2 SHIPS
Shore Sp
200 Lane Meters
CLS - 2350 Pers
Battle Group
Battalion Group
8000 Lane Meters
CAS - 550 pers
Fighter Sqn
Transport Flight
300 Lane Meters
NLUs
900 Pers
4000 Lane Meters
MCF SUMMARY
11990 Pers
36200 Lane Meters
Naval
Task Group
1400 Pers/ 3% Res
200 Lane Meters
Brigade Gp (only)
Battalion Gp
5500 Pers/20% Res
22000 Lane Meters
Fighter Wing
Transport Sqn
1690 Pers/10% Res
2000 Lane Meters
NLUs
3400 Pers
22% Res
12000 Lane Meters

11. These Vanguard and MCF forces will include up to twenty percent reserve force personnel. Due to readiness issues, it is recognized that the initial two Vanguard rotations will be primarily regular force. However, it is expected that subsequent rotations will employ more reserve forces, so that the overall twenty percent reserve force employment is realized. Defence planners are to make full use of this guidance and the force planning scenarios when developing force structure and capital equipment options.

12. **Unit Rotation Ratios.** As a general planning principle, the rotation ratio for deployed forces is 3:1. This results in a force structure that is four times the size of the potentially deployed force. During a period of high operational tempo this would result in units undertaking six-month tours and then returning to Canada for eighteen months before being re-deployed. In the case of the land forces and national level units, both of which have historically been deployed at a higher operational tempo, it is accepted that the rotation ratio will be 4:1. For these units only, the force structure would require five times the number of units (including reserves) potentially deployed and would yield a twenty-four month pause between successive operations. Short of mobilization stage three or four, the MCF will be deployed to theatre but will not be sustained. Separate CDS guidance has been issued to ensure a minimum of 12 months in Canada between rotations for individual CF members.

304. CHIEF OF THE MARITIME STAFF - CMS

1. **General.** Canada's maritime forces are to be based on a triad of capabilities: to be able to conduct operations on, below and above the surface. The surface component of the maritime capability triad will consist of 12 general-purpose frigates, four command and control destroyers, two fleet replenishment ships and 12 Maritime Coastal Defence Vessels (MCDVs). The sub-surface component will consist of four *Victoria*-class submarines and the above-surface component will consist of land-based and ship-borne air forces provided by the CAS.

2. **Mission.** The mission of CMS is to generate and maintain combat-capable, multi-purpose maritime forces to meet Canada's defence capability requirements.

3. **CMS Responsibilities**. The CMS is responsible for:

a. exercising command of Maritime Command in accordance with the Canadian Forces Organization Orders and as directed by the CDS;

b. generating and maintaining operationally-ready maritime forces;

c. providing advice on maritime force matters affecting security, national defence and the Canadian Forces;

d. providing inputs to the development of force structure options and providing input from Maritime Command in the development of plans and taskings for CF operations;

e. exercising command of assigned forces conducting force generation and routine operations; and

f. exercising command of other forces that may be assigned.

4. **Force Structure**. See Annex A of this chapter.

5. **Resource Allocation and Planning Levels**. See Chapter 6.

6. **CMS Tasks**. CMS is assigned the following tasks to support the capability programs. The CMS Business Plan is to indicate the intended level of effort for these tasks.

a. **DT1.1 Command Forces.** Maintain the capability to command and control forces in the conduct of assigned missions.

b. **DT2 Conduct Operations.** Maintain the capability to provide two maritime Task Groups, one on each coast. One Task Group will be available for deployment in accordance with Canada's CANUS and NATO commitments, but no later than within 90 days. It shall be sustainable in combat operations for a period of 60 days, or in low-level operations for 180 days. The second Task Group will be available for deployment in accordance with Canada's CANUS and NATO commitments, but no later than within 180 days. A Vanguard unit from each Task Group is to be available for deployment within 21 days and sustainable indefinitely in a low-threat environment. These forces may be tasked in support of any operations identified under DT2, and may be conducted with the assistance of land-based and ship-borne air forces provided by CAS. In addition, CMS is to maintain the capability to:

Within 8 hours notice:

(1) Respond to maritime incidents and maritime resource challenges;

(2) Provide sea transport for CF operational forces in support of Aid of the Civil Power (ACP);

(3) Respond to maritime SAR incidents;

(4) Assist OGDs and other levels of government;

Within 24 hours notice:

(1) Render humanitarian assistance and conduct disaster relief activities in Canada. This response is to include assisting civil authorities in providing relief of human suffering and re-establishing local infrastructure; and

Within 21 days notice:

(1) Assist in an evacuation of Canadians from areas threatened by imminent conflict. This assistance could be provided in conjunction with other elements of the CF and the military forces of other nations. CMS' role is to provide the means to evacuate these Canadians by sea.

c. **DT2.1 Surveillance and Control**. With the assistance of CF national assets and OGDs, conduct surveillance of Canadian maritime areas of jurisdiction, concentrating efforts on those areas where Canada's economic interests are most likely to be challenged.

d. **DT2.2 Search and Rescue.** Coordinate SAR efforts in the Halifax and Victoria SAR regions. This is to be accomplished through coordination with the Coast Guard and other civil authorities.

e. **DT2.3 Humanitarian Assistance.** Render humanitarian assistance and conduct disaster relief activities anywhere in the world, including as part of an international joint and combined force. This response is to include assisting civil authorities in providing relief of human suffering and re-establishing local infrastructure.

f. **DT2.6 Assistance to OGDs**. Provide assistance to OGDs in compliance with departmentally approved MOUs.

g. **DT2.7 UN Operations.** Maintain the capability to provide vanguard components of the Main Contingency Force to the United Nations Standby Arrangement System (UNSAS) within 30 days (up to 2 ships).

h. **DT2.8 Defence of North America**. Forces are to be available as directed consistent with the strategic situation up to and including a response to wide spread conflict within 180 days. Provide, when possible, one or more ships to participate in United States Navy (USN) Carrier Battle Group (CVBG) operations on missions of common interest to Canada and the United States.

i. **DT2.9 International Security**.

   (1) Maintain the capability to conduct mid-level NATO joint and combined operations throughout the NATO area of interest.

   (2) In accordance with Canada's NATO commitments, provide maritime forces which include: one ship to serve with the Standing Naval Force Atlantic (STANAVFORLANT); additionally, and when possible, provide one ship to operate with Standing Naval Force Mediterranean (STANAVFORMED). These ships are to be maintained at the readiness state required by NATO Standing Naval Forces, sustained indefinitely and deployable throughout the NATO area of operations.

   (3) Maintain the capability to operate as part of a multinational coalition force in low-level maritime embargo operations, in mid-level conflict and/or joint operations. Provide maritime and assigned air forces able to operate anywhere in the world.

   (4) Participate in bilateral and multilateral defence and security arrangements, treaties, and programs with the US and other countries. This includes participation in exercises and operations.

j. **DT5.8 Canadian Values**. Support Canadian efforts to enhance international peace and stability through the promotion of Canadian interests and values abroad. This is to be demonstrated through DFAIT-requested diplomatic and trade-initiated foreign port visits, contributions to Partnership for Peace exercises and confidence-building measures, membership in and attendance at international fora and support to arms verification and control agreements.

305. CHIEF OF THE LAND STAFF - CLS

1. **General**. Canada's land forces are to be based on a geographically dispersed mix of three Regular Force and a number of Reserve Force brigade groups. Canada's land forces will continue to build on the concept of a medium weight, multi-purpose combat capability. The land forces will evolve over time to a primarily wheeled fleet. The current medium indirect fire capability will be modernized to meet ongoing and future requirements, while renewed emphasis will be given to command support and intelligence, surveillance, target acquisition and reconnaissance capabilities.

2. A balanced, affordable and sustainable program must be developed in order to maintain operational activity rates, attract and retain high quality personnel, operate new equipment, implement force modernization and maintain suitable infrastructure. The challenge will be to develop an army that is more globally deployable, modern and affordable.

3. **Mission**. The mission of CLS is to generate and maintain combat capable, multi-purpose land forces to meet Canada's defence capability requirements.

4. **CLS Responsibilities**. The CLS is responsible for:

   a. exercising command of Land Force Command in accordance with the Canadian Forces Organizational Orders and as directed by the CDS;

   b. generating and maintaining operationally-ready land forces;

c. providing advice on land force matters affecting security, national defence and the Canadian Forces;

d. providing inputs to the development of force structure options and providing input from CLS to the development of plans and taskings for CF operations;

e. exercising command of assigned forces conducting force generation and routine operations; and

f. exercising command of other forces that may be assigned.

5. **Force Structure**. See Annex A to this Chapter.

6. **Resource Allocation and Planning Levels**. See Chapter 6.

7. **CLS Tasks.** CLS is assigned the following tasks to support the capability programs. The CLS Business Plan is to indicate the intended level of effort for these tasks.

a. **DT1.1 Command Forces.** Provide the capability to effectively and efficiently command and control forces in the conduct of assigned missions.

b. **DT2 Conduct Operations.** Maintain the capability to provide land forces of up to three separate battle groups or a brigade group (comprised of three infantry battalions, an armoured regiment, an engineer regiment, an artillery regiment, with appropriate combat support and combat service support). Vanguard components of this force are to be ready to deploy in accordance with Canada's NATO commitments, but no later than within 21 days and be sustained indefinitely in a low-threat environment. The Vanguard is currently deployed in Bosnia. The remaining elements of the Main Contingency Force (MCF) are to be available within 90 days and are to be sustainable for a 60-day period of combat operations. These forces may be tasked in support of any operation identified under DT2. In addition, CLS is to maintain the capability to:

Within 8 hours notice:

(1) Respond to SAR incidents;

(2) Provide lead elements of land forces and air forces assigned by CAS in support of Aid of the Civil Power (ACP); and

(3) Assist OGDs and other levels of government with lead elements of land forces and aviation forces (as assigned by CAS).

Within 24 hours notice:

(1) Render humanitarian assistance and conduct disaster relief activities in Canada. This response is to include assisting civil authorities in providing relief of human suffering and re-establishing local infrastructure.

Within 48 hours notice:

(1) Render humanitarian assistance and conduct disaster relief activities anywhere in the world by providing DCDS with elements of the Disaster Assistance Response Team (DART) for up to 40 days in a

permissive environment, possibly as part of an international joint and combined force. This response is to include assisting civil authorities in providing relief of human suffering and re-establishing local infrastructure.

Within 3 days notice:

(1) Assist in the evacuation of Canadians from areas threatened by imminent conflict. This assistance could be provided in conjunction with other elements of the CF and military forces of other nations.

Within 15 days notice:

(1) Provide an appropriate response by land forces and aviation forces (as assigned by CAS) to conduct land based operations for surveillance and control of Canada's territory.

c. **DT2.1 Surveillance & Control.** Be prepared to conduct land-based operations including reconnaissance patrols, surveillance and vital military point protection against violations of Canada's sovereignty.

d. **DT2.4 Aid of the Civil Power.** Provide the capability to assist National civil authorities in Aid of the Civil Power operations.

e. **DT2.6 Assistance to OGDs.** Maintain the capability to meet co-operative agreements in support of OGDs, in conjunction with other operational elements of the CF.

f. **DT2.7 UN Operations.** Maintain the capability to operate as part of a multinational coalition force in low and mid-level operations including peacekeeping/peace support operations. CLS is to provide land and aviation forces (as assigned by CAS) to operate anywhere in the world. Maintain the capability to provide Vanguard components of the Main Contingency Force to the UNSAS within 30 days. The Land Force contribution to UNSAS can be:

(1) an infantry battalion group;

(2) a mechanized battle group. This unit is also committed to the Standby High Readiness Brigade (SHIRBRIG), along with up to 8 tactical helicopters assigned by CAS. SHIRBRIG deployments are for 180 days with no rotation;

(3) a Headquarters element; and

(4) a Communications element.

g. **DT2.8 Defence of North America.** Distinct from the NATO MCF, maintain the capability to provide a Brigade Group (with available aviation forces) for the defence of North America in conjunction with US forces. Forces are to be available as directed consistent with the strategic situation up to and including a response to wide spread conflict within 180 days.

h. **DT2.9 International Security.**

(1) Maintain the capability to conduct mid-level NATO joint and combined operations throughout the NATO area of interest.

(2) In accordance with Canada's NATO commitments, provide an Infantry Battalion Group, to be sustained indefinitely in low-level operations and be deployable anywhere in the world.

(3) In accordance with Canada's NATO and UN commitments, provide a composite air defence battery for deployment with a squadron of fighter aircraft.

(4) Participate in bilateral and multilateral defence and security arrangements, treaties, and programs with the US and other countries. This includes participation in exercises and operations.

306. CHIEF OF THE AIR STAFF - CAS

1. **General**. Canada's air forces consist of fighter aircraft, maritime helicopter and patrol aircraft, tactical helicopters, tactical and light transport aircraft, and training fleets. During this planning period, all aspects of air capability will be impacted by the progression of fleet replacement improvement projects within the Capital Equipment program. Specifically, the quality of air capability will improve with the introduction of the CH-149 *Cormorant*, the ongoing modernization of the CP140 *Aurora* and CF-188 *Hornet* fleets. Future capability will be advanced through the selection of the CH-124 *Sea King* replacement and the prosecution of the Future Strategic Airlift capability. All of these initiatives will ensure that Canada maintains an effective air forces well into the future.

2. **Mission**. The mission of CAS is to generate and maintain combat-capable, multi-purpose air forces to meet Canada's capability requirements

3. **CAS Responsibilities**. The CAS is responsible for:

   a. exercising command of Air Command in accordance with the Canadian Forces Organizational orders and as directed by the CDS;

   b. generating and maintaining operationally-ready air forces;

   c. providing advice on air force matters affecting security, national defence and the Canadian Forces;

   d. providing inputs to the development of force structure options and providing input from Air Command to the development of plans and tasking for CF operations;

   e. exercising command of assigned forces conducting force generation and routine operations; and

   f. exercising command of other forces that may be assigned.

4. **Force Structure.** See Annex A of this chapter.

5. **Resource Allocation and Planning Levels**. See Chapter 6.

6. **CAS Tasks**. CAS is assigned the following tasks to support defence capabilities programs. The CAS business plan is to indicate the intended level of effort for these tasks.

a. **DT1.1 Command Forces.** Provide the capability to effectively and efficiently command and control forces in the conduct of assigned missions

b. **DT2 Conduct Operations.** Maintain the capability to provide air forces for contingency operations, including tactical fighter aircraft, tactical transport aircraft, tactical aviation, maritime helicopter and maritime patrol aircraft. Vanguard elements of these forces (excluding tactical aviation) are to be ready to deploy in accordance with Canada's NATO commitments, but no later than within 21 days, with the remainder of Main Contingency Forces ready to deploy within 90 days. Vanguard elements are to be sustainable indefinitely in a low-threat environment. Contingency forces are to be deployable for 180 days, including a maximum of 60 days sustainment in combat operations. These forces may be tasked in support of any operation identified under DT2. Specifically, CAS is to maintain the capability to:

On immediate notice:

(1) Monitor and control Canada's airspace;

(2) Provide aviation support to DCDS in Aid of the Civil Power (ACP); and

(3) Respond to SAR incidents.

Within 8 hours notice:

(1) Provide air lift in support of Aid of the Civil Power (ACP); and

(2) Assist OGDs and other levels of government.

Within 24 hours notice:

(1) With available air forces, render humanitarian assistance and conduct disaster relief activities in Canada. This response is to include assisting civil authorities in providing relief of human suffering and re-establishing local infrastructure.

Within 48 hours notice:

(1) Provide DCDS airlift for the DART in support of international humanitarian assistance and disaster relief activities and be prepared to sustain its deployment.

Within 3 days notice:

(1) Assist in an air evacuation of Canadians from areas threatened by imminent conflict, with available air forces. This assistance could be provided in conjunction with other operational elements of the CF and the military forces of other nations.

In support of CMS:

(1) In responding to maritime incidents and maritime resource challenges, support maritime operations with around-the-clock support within 8 hours and sustain operations for up to 14 days, simultaneously, on both coasts;

(2) Support the STANAVFORLANT commitment with a maritime helicopter detachment at ship readiness levels;

(3) Provide to the Task Group including its vanguard element, up to 5 maritime helicopter detachments at ship readiness levels and appropriate maritime air support;

(4) Provide the second Task Group including its vanguard element, with available maritime air forces; and

(5) Contribute to a multi-national coalition force with available air forces, on 90 days notice, in a low-level maritime embargo operation, in a mid-intensity conflict, and/or joint operation.

In support of CLS:

(1) When deploying up to a brigade group main contingency force, provide tactical aviation at 90 days notice;

(2) Provide airlift for deployment and sustainment of an infantry battalion group in accordance with Canada's NATO and UN commitments and sustained indefinitely in low level operations;

(3) Provide appropriate air forces, to assist land based operations for surveillance and control of Canada's territory, within 15 days;

(4) Provide available air forces to support the Brigade Group in the defence of the North America in accordance with Canada's CANUS commitments, within 180 days; and

(5) For the SHIRBRIG, maintain the capability to provide tactical aviation within 30 days, for a 180-day deployment in a low threat environment, with no rotation.

c. **DT2.1 Surveillance and Control**. Maintain the capability to monitor and control activity in Canadian airspace in conjunction with other operational elements of the CF. Aerospace Surveillance and Control forces will be capable of immediate response.

d. **DT2.2 Search and Rescue.** Maintain the capability to respond to national Search and Rescue incidents such as an airline crash, including those in remote areas in the North, or the sinking of a luxury liner/cargo ship. The response is to be undertaken in conjunction with other operational elements of the CF as well as the Civil Air Search and Rescue Association (CASARA) and the Coast Guard. Continuously maintain the ability to co-ordinate incidents through the RCCs. An appropriate response is to be available immediately.

e. **DT2.3 Humanitarian Assistance.** Render humanitarian assistance and conduct disaster relief activities anywhere in the world, including as part of an international joint and combined force. This response is to include assisting civil authorities in providing relief of human suffering and re-establishing local infrastructure

f. **DT2.4 Aid of the Civil Power.** Provide the capability to the assist National civil authorities in Aid of the Civil Power operations.

g. **DT2.6 Assistance to OGDs.** Maintain the capability to meet co-operative agreements in support of OGDs, especially the Solicitor-General/RCMP, in conjunction with other operational elements of the CF. Lead elements of air forces will be capable of responding within 8 hours and will operate under a DCDS designated JTF Command.

h. **DT2.7 UN Operations.** Maintain the capability to operate as part of a multi-national coalition force up to and including mid-level joint and combined operations. CAS air forces are to be able to operate anywhere in the world. Maintain the capability to provide vanguard components of the main contingency force for UN Operations. CAS air forces committed to the UNSAS will be capable of responding within 30 days. Tactical aviation, earmarked for SHIRBRIG deployments, will be capable of responding within 30 days, sustained for 180 days with no rotation.

i. **DT2.8 Defence of North America.** Through NORAD, be able to detect, track, and characterize all aerospace threats to North America, and to support operations that intercept and negate air threats as necessary. CAS is to be capable of responding with all available air assets for the Defence of North American airspace within the timeframe dictated by the strategic situation, up to and including a response to wide spread conflict within 180 days. As part of Canada's CANUS commitment, operational air forces are to participate in exercises and operations in conjunction with US forces.

j. **DT2.9 International Security.**

   (1) Maintain the capability to conduct mid-level NATO joint and combined operations throughout the NATO area of interest.

   (2) Maintain the capability to continue to provide tactical aviation for DCDS directed and controlled Operations, sustained indefinitely in low-level operations, and available within 21 days.

   (3) Provide personnel to various NATO headquarters and continuously provide aircrews and other personnel to serve in the NATO Airborne Early Warning system. Participate in NATO training and exercises, and provide the opportunity for allied air forces to conduct training in Canada on a cost-recovery basis.

   (4) Participate in bilateral and multilateral defence and security arrangements, treaties, and programs with the US and other countries. This includes participation in exercises and operations.

307. DEPUTY CHIEF OF DEFENCE STAFF - DCDS

1. **General**. The DCDS is the Chief Operations Officer for the CF and, as such, exercises command and control of CF formations and units deployed on national operations on behalf on the CDS. The DCDS organization consists of a joint planning and operations staff at NDHQ, CF staffs and representatives posted abroad and their supporting units and several specialist units that together provide a wide range of support to CF operations and personnel serving outside of Canada. It also includes the Joint Operations Group (JOG) and the Joint Support Group Headquarters (JSG HQ).

2. The DCDS provides the national level operations coordination capability for the CF. The group integrates intelligence analysis, strategic planning, operational research, geomatics and the command, coordination and control of CF operations.

3. At the strategic level, the DCDS will continue to develop and deploy the Canadian Forces Command System (CFCS), progress the Joint Space Program and field the JSG HQ while planning for the implementation of the JSG itself.

4. **Mission**. The mission of the DCDS is to plan, direct and support the conduct of departmental and CF operations and to generate specified globally deployable national command and control and specialist forces.

5. **DCDS Responsibilities**. The DCDS is the focus for integrated military planning and operations at NDHQ. The DCDS is responsible for developing plans, directing CF non-routine and contingency operations and recommending the allocation of military resources required to effect such operations. The DCDS is responsible in particular for:

a. exercising command and control of non-routine and contingency operations on behalf of the CDS;

b. ensuring the effective production and dissemination of all natures of defence intelligence including imagery, geomatics, and meteorological and oceanographic services;

c. overseeing joint responsibilities such as out-of-Canada activities, joint capabilities development, joint programs and common doctrine;

d. providing joint force elements to joint and combined operations; and,

e. providing operational research and analysis.

6. **Force Structure**. See Annex A of this chapter.

7. **Resource Allocation and Planning Levels**. See Chapter 6.

8. **DCDS Tasks**. DCDS is assigned the following tasks to support defence capability programs. The DCDS business plan is to indicate the intended level of effort for these.

a. **DT1.1 Command Forces.** On behalf of the CDS, plan, direct and control CF combat, Counter Terrorism (CT) activities, Aid of the Civil Power (ACP), Operations Other Than War (OOTW), Search and Rescue (SAR) activities, evacuation, disaster relief, Humanitarian Assistance (HA), Arms Control Verification (ACV), military diplomacy operations and operational training in a joint and/or combined environment. Maintain the capability to deploy a Joint Task Force Headquarters for deployment in accordance with Canada's NATO commitments, but no later than within 90 days. It shall be sustainable in combat operations for a period of 60 days, or in low-level operations for 180 days. Maintain the capability to direct and control the Vanguard elements of the Main Contingency Force, which is deployed within 21 days, and sustain the direction and control indefinitely in a low-threat environment. In addition, DCDS is to maintain the capability to:

On immediate notice:

(1) Direct and control joint SAR operations; and

(2) Direct and control the response to terrorist incidents.

Within 48 hours notice:

(1) Direct and control a Joint Task Force Headquarters (JTF HQ) and the Disaster Assistance Response Team (DART) Headquarters in support of international humanitarian assistance and disaster relief activities anywhere in the world. The DART deployment would be for up to 40 days in a permissive environment and possibly part of an international joint and combined force. This response is to include assisting civil authorities in providing relief of human suffering and re-establishing local infrastructure.

Within 3 days notice:

(1) Direct and control the evacuation of Canadians from areas threatened by imminent conflict, with available forces. This assistance could be provided in conjunction with military forces of other nations.

b. **DT1.2 Communications.** Provide reliable, robust and efficient national, globally deployable, multi-purpose communications capabilities, in support of domestic and international military activities. Vanguard C4I support forces at 21 days notice to deploy.

c. **DT1.3 Intelligence and Information.** Gather, analyze and disseminate Defence and Government required military intelligence, Communications Intelligence (CI), geomatics and Meterologic & Oceanographic (MetOC) information.

d. **DT2.1 Surveillance and Control.** Provide the capability to conduct general surveillance, and demonstrate the ability to monitor and control activity within Canada's territory, airspace and maritime areas of jurisdiction.

e. **DT2.4 Aid of the Civil Power.** Provide immediately available specialist military engineering, intelligence, deployable C^4I force element and Counter Terrorism (CT) forces for operations and operational training.

f. **DT2.6 Assistance to OGDs.** Plan, direct and control the CF national level response to requests for assistance from other levels of government, such as assistance to law enforcement agencies, fisheries protection, drug interdiction, environmental protection and illegal immigration.

g. **DT2.7 UN Operations.** Direct and control Canadian Forces as part of a multinational coalition force in low and mid-level operations including peacekeeping/peace support operations anywhere in the world. Maintain the capability to direct and control the vanguard components of the Main Contingency Force deployed under UNSAS.

h. **DT2.8 Defence of North America.** Maintain the capability to direct and control Canadian Forces in the defence of North America in conjunction with US forces. Forces are to be available as directed consistent with the strategic situation up to and including a response to wide spread conflict within 180 days.

i. **DT2.9 International Security.**

   (1) Maintain the capability to direct and control mid-level NATO joint and combined operations throughout the NATO area of interest.

   (2) In accordance with Canada's NATO and UN commitments, direct and control assigned Canadian Forces, to be sustained indefinitely in low-level operations and be deployable anywhere in the world.

   (3) Participate in bilateral and multilateral defence and security arrangements, treaties, and programs with the US and other countries. This includes participation in exercises and operations, including arms control verification operations.

j. **DT3.1 Support Personnel.** Support personnel in NORAD HQ, in representation, exchange and liaison worldwide, and in NATO staff.

k. **DT4.1 Generate Personnel.** Provide force elements capable of: joint command and staff, CT, deployable C^4I systems, geomatics, intelligence, CI, military engineering, space and imaging operations.

l. **DT4.3 Doctrine and Structure.** Develop joint concepts, structures and doctrine for C2, NBCD, military engineering and ISR capabilities.

m. **DT4.4 Defence Research.** Provide operational research and analysis services for DND and the CF.

n. **DT5.3 Security Arrangements.** Participation in bilateral and multilateral defence and security arrangements, treaties, and programs with the US and other countries and alliances.

308. CANADIAN FORCES NORTHERN AREA - CFNA

1. **General**. CFNA provides liaison for all elements of the CF with the different levels of government in the North. CFNA provides comprehensive representation for the CF throughout the north through the Ranger, Junior Ranger and Cadet programs. These programs help to satisfy our requirements for surveillance, security and a CF national presence across the north while demonstrating cooperation between DND and aboriginal peoples.

2. CFNA's primary challenge is to prioritize tasks and allocate limited resources to ensure that essential work is completed with sufficient flexibility to provide a response to unforecast requirements.

3. **Mission.** To provide a CF presence in Nunavut, the Northwest Territories and the Yukon Territory.

4. **CFNA Responsibilities**. The Commander CFNA is responsible for:

   a. exercising command of CFNA in accordance with Canadian Forces Organization Orders and as directed by the CDS;

   b. providing advice on northern Canada issues affecting security, National Defence and the Canadian Forces ;

   c. coordinating CF activities in the north;

   d. providing liaison between the Canadian Forces and governments in Canada's northern territories; and

   e. exercising command of assigned forces.

5. **Force Structure**. See Annex A of this chapter.

6. **Resource Allocation and Planning Levels**. See Chapter 6.

7. **CFNA Tasks.** CFNA is assigned the following tasks to support capability programs. The CFNA business plan is to indicate the intended level of effort for these tasks.

   a. **DT1.1 Command Forces.** Provide the capability to effectively and efficiently command and control forces in the conduct of assigned missions.

   b. **DT2 Conduct Operations.** Maintain the capability to coordinate and facilitate all military activities, including surveillance, in the area of responsibility with NDHQ and other HQs; and when required act as a Joint Force HQ (JFHQ) for operations in the north. The JFHQ is to be sustained for seven days without augmentation and with personnel and communications augmentation, for 30 days.

   c. **DT2.1 Surveillance and Control.** Maintain the capabilities to monitor and control surveillance activity in the CFNA area of responsibility, with own resources and in conjunction with other operational elements of the CF. Provide surface surveillance in the CFNA area of responsibility including security patrols of the remote Northern Warning System sites in a low threat environment. Routine surface surveillance is to be available throughout the Northern Area region. These capabilities are to be available within 24 hrs and be sustained indefinitely.

   d. **DT2.2 Search and Rescue.** Provide support for search and rescue operations by coordinating with other CF elements and other government authorities as required.

   e. **DT2.6 Assistance to OGDs.** Maintain the capability to coordinate and assist in the provision of Canadian Forces assistance to other levels of government in the north for defence, security or humanitarian relief operations.

309. INFORMATION MANAGEMENT GROUP - ADM (IM)

1. **General**. The Assistant Deputy Minister (Information Management) serves the information needs of both the operational commanders and the departmental senior managers. The guiding principle is to deliver timely, accurate and useful information vital to decision makers to achieve CF operational superiority, improved decision making and effective management of the DND/CF.

2. The ADM (IM) is the Department's focal point for the delivery of its IM program and the evolution of the Integrated Information Environment (IIE). The ADM (IM) leads the Department's efforts to harness rapid technology advancements to build and improve the IM infrastructure and to eliminate "stove-pipe" legacy systems through development of integrated IM systems, applications, security, standards and processes.

3. The ADM (IM) is the principal advisor to ADM (HR-Mil) and ADM (HR-Civ) in matters pertaining to the recruiting, training and retention of IM/IT professionals in the Department and CF.

4. **Mission**. The mission of ADM (IM) is to provide the leadership, products and services needed to manage information as a corporate resource essential to the success of the DND/CF operational and business missions.

5. **ADM (IM) Responsibilities**. The ADM (IM) is responsible for leading the planning, co-ordinating, and controlling of the acquisition, analysis, processing, integration, distribution, transmission, use and safeguarding of information in all its forms. Departmental IM leadership, products and services are delivered through:

   a. the provision of integrated IM infrastructure, systems, applications, security, standards and processes, J6 Operations and Plans, Information Operations (IO) and Information Protection (IP) capabilities and sustainment;

   b. the development of IM Strategic Direction including IM Policy, Requirements and Doctrine, IM Governance, IM Capability and Enterprise Architecture;

   c. the delivery of IM Projects; and

   d. the provision of leadership in knowledge management and the analysis of emerging IM trends, concepts and technologies for potential use in the Department.

6. **Force Structure**. See Annex A of this chapter.

7. **Resource Allocation and Planning Levels**. See Chapter 6.

8. **ADM (IM) Tasks**. The ADM (IM) is assigned the following tasks to support defence capability programs. The ADM (IM) business plan is to indicate the intended level of effort for these tasks.

   a. **DT1 Command and Control.**

      (1) Provide integrated Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) systems capabilities for the command and control of forces in the conduct of assigned missions,

(2) Provide integrated IM infrastructure, systems, applications, standards and processes, with appropriate IP, to support reliable, robust and efficient multi-purpose integrated information exchange capabilities in support of domestic/international military activities and DND/CF business,

(3) Provide and maintain IO services in support of Defence and Governmental requirements, and

(4) Provide and maintain a DND/CF Knowledge Management capability;

b. **DT3.2 Sustain Equipment.** Provide the capability to sustain integrated IM infrastructure, systems, applications to support future operations;

c. **DT3.3 Support to Operations.** Provide the IM capabilities required to support current operations;

d. **DT4.2 Provide Equipment.** Provide the capability to deliver DND/CF IM projects effectively and efficiently;

e. **DT4.3 Doctrine and Structure.** Provide the capability to develop and maintain DND/CF IM and IO concepts, requirements and doctrine;

f. **DT4.4 Defence Research.** Provide direction to focus the Defence IM research and the capability to analyse emerging IM trends, concepts and technologies for potential application in the Department;

g. **DT4.5 Mobilization Capability.** Train Communication Reserve personnel and manage the equipment required to augment DND/CF domestic and international activities;

h. **DT5.3 Security Arrangements.** Participate in bilateral and multilateral activities, exercises and forums with the US and other countries, to ensure coherent national participation in the development and application of international IM and IO standards, policy and interoperability agreements in support of Canadian security and defence commitments; and

i. **DT5.4 Governance.**

(1) ensure the DND/CF implements and supports Government-wide IM initiatives, complies with IM legislation, policies and management practices, and

(2) provide effective mechanisms for DND/CF IM Strategic Direction, Policy, Requirements, Governance and Enterprise Architecture development and standardization.

310. MILITARY HUMAN RESOURCES GROUP – ADM (HR-MIL)

1. **General**. The Military Human Resources (HR-Mil) group provides military human resource policies and programs, including plans for mobilization, as well as strategic advice on military HR matters in order to achieve government objectives and the DND/CF mission. Human resource services are provided for a wide range of activities

including recruiting, health care, compensation and benefits policy, education, training and professional development, terms of service/career management and release of personnel.

2. During the planning period, the HR-Mil group will face challenges on a number of fronts. The establishment of the Long Term Capability Plan (Human Resources) (LTCP(HR)) will support the development of an integrated and aligned military HR strategy to ensure that the right people are available to carry out the defence mission. This document will be updated annually and will provide human resource management framework that is proactive and aligned with mission success. Human resource management control will be enhanced through the establishment, by 01 Apr 01, of a senior review body called the Military Human Resource Capability Board (MHRCB). Another newly established body (by 01 Apr 01), the Military Human Resource Advisory Board (MHRAB), is composed of civilian HR experts. It will provide the Department's senior decision-makers with independent human resource expertise.

3. **Mission**. The mission of the military human resource group is to develop and implement HR plans, policies and programs to recruit, develop and retain people to effectively support the CF in operations and meet the defence mission

4. **ADM (HR-Mil) Responsibilities**. The HR-Mil group is responsible for:

   a. personnel policy development that support government objectives and DND and CF missions;

   b. providing human resource advice and strategic guidance on military personnel matters affecting DND and CF objectives; developing military human resource plans and programs to support DND and CF objectives, including plans for mobilization;

   c. recruiting, educating and training military personnel;

   d. professional development, terms of service, career management and release of CF members;

   e. providing personnel services that support the moral, spiritual and physical well-being and quality of life of CF members;

   f. generating and maintaining health services to CF members in Canada and on deployed operations;

   g. maintaining operational nuclear, biological and chemical response capabilities;

   h. ensuring CF compliance with government of Canada human resource legislation;

   i. managing corporate human resource programs such as official languages, and history and heritage; and

   j. maintaining effective relations with other government departments and central agencies.

5. **Force Structure**. See Annex A to this chapter.

6. **Resource Allocation and Planning Levels**. See Chapter 6.

7. **ADM (HR-Mil) Tasks.** ADM (HR-Mil) is assigned the following tasks to support capability programs. The ADM (HR-Mil) business plan is to indicate the intended level of effort for these tasks.

a. **DT2.6 Assistance to OGDs.** Assist in response to any incident within Canada involving NBC agents and NER situations. An appropriate response is to be available immediately and sustained indefinitely.

b. **DT3.1 Support Personnel.** Provide the capabilities necessary to maintain and support the health of defence personnel.

c. **DT3.3 Support Operations.** Coordinate the provision of military personnel support to operations, including running the operational personnel management system, which tasks all individuals for DCDS deployed operations in accordance with DCDS authorized manning ceilings.

d. **DT4.1 Generate Personnel.**

  (1) Manage the personnel production and assignment systems, which integrate recruiting through training to assignment of trained personnel to release, in order to maintain the CF Force Structure at authorized levels.

  (2) Generate medical elements/units in support of DND/CF operations. An ASC will be earmarked to support an infantry battalion group serving as a stand-by force for either defence of Canada, UN operations, or with NATO's Immediate Reaction Force. Advance elements are to be available within 7 days. Vanguard components or single elements of the CMG are to be available within 21 days and sustained indefinitely in a low threat environment. Remaining elements of the CMG are to be available for deployment with the MCF in 90 days and sustainable for a 60-day period of combat operations.

e. **DT4.4 Defence Research.** Conduct HR research on social and managerial trends and determine the impact of these trends on the CF and the Department.

f. **DT5.5 Management.** Provide effective and efficient corporate military HR activities through the development of HR policies and plans, the management of corporate HR programs, and strategic guidance on HR issues.

g. **DT5.8 Canadian Values.** Provide history and heritage (including war diaries and museums), dress/ceremonial (including bands) and honours and awards programs.

311. CIVILIAN HUMAN RESOURCES GROUP – ADM (HR-CIV)

1. **General.** The Civilian Human Resources (HR-Civ) Group provides civilian human resource policies and programs, as well as strategic and expert advice on HR matters in order to achieve government objectives and the DND/CF mission. Human resource services are provided for a wide range of activities including recruiting, human resources planning, classification, staffing, training and professional development, career

management, compensation, staff relations, employee assistance programs, awards and recognition programs, employment equity and diversity, work force adjustment, executive services, and the implementation of PeopleSoft for civilians.

2. During the planning period, the HR-Civ Group will face challenges on a number of fronts. As *Strategy 2020* is adopted, there will be a pressing requirement to develop an integrated and aligned HR strategy to ensure that the right people are available to carry out the defence mission. The primary strategic HR challenge will be to develop a human resource management framework that is proactive and aligned with mission success.

3. **Mission**. Through leadership and partnership, enable DND/CF to achieve its military mission and business objectives by providing strategic, expert HR policy advice, programs and services.

4. **ADM (HR-Civ) Responsibilities**. The HR-Civ Group is responsible for:

   a. identifying issues of critical importance to civilian human resource management and developing strategic plans to ensure that DND has an effective and sustainable workforce;

   b. providing monitoring, management advice and strategic guidance on civilian human resources matters affecting DND and the CF;

   c. developing civilian human resource policies and programs that support government strategic objectives and DND and CF goals, and managing these programs on behalf of the department;

   d. providing human resource services in support of labour management relations, awards and recognition, recruiting, classification, human resources planning, staffing, training and professional development, career management, compensation, staff relations, employee assistance programs, awards and recognition programs, employment equity and diversity, work force adjustment, executive services, and the implementation of PeopleSoft for civilians;

   e. managing corporate civilian human resource programs such as Employment Equity and Employee Assistance Program; and

   f. maintaining and promoting effective relations with other government departments and central agencies as well as unions at the national level.

5. **Resource Allocation and Planning Levels**. See Chapter 6.

6. **ADM (HR-Civ) Tasks.** ADM (HR-Civ) is assigned the following tasks to support capability programs. The ADM (HR-Civ) business plan is to indicate the intended level of effort for these tasks.

   a. **DT4.1 Generate Personnel**. Support all Level Ones in the provision of sufficient trained civilian personnel;

   b. **DT5.4 Governance.** Ensure compliance with government human resource legislation, policies, programs and management practices, including activities to ensure that the Department of National Defence fulfils its role as a national institution;

c. **DT5.5 Management.**

  (1) Provide corporate human resource activities through the development of HR policies, plans, and the management of corporate HR programs, and providing strategic guidance on HR issues in an efficient and effective manner; and

  (2) Facilitate government wide initiatives including, inter alia, Employment Equity and Official Languages, training and development, the Public Service Employee Survey, the implementation of three Committee of Senior Officials (COSO) sub-committees on Learning and Development, Workplace, Well-being and Recruitment; and

  (3) Implement the Universal Classification System (UCS) within the Department.

d. **DT5.6 Defence Culture**. Provide a management and accountability framework for civilian personnel learning and professional development at DND that actively encourages organizational and individual learning, leadership and ethical development, and encourages a culture of continual improvement.

312. MATERIEL GROUP – ADM (MAT)

1. **General.** The Assistant Deputy Minister (Materiel) provides other Level One Advisors with the materiel acquisition and support services, logistics planning and operational co-ordination, and support to international and industry programs that they require to perform their assigned tasks effectively.

2. **Mission.** To provide the Canadian Forces and its other clients with cost-effective materiel acquisition and support services.

3. **ADM (Mat) Responsibilities.** The ADM (Mat) is responsible for ensuring effective materiel acquisition and logistics support to the CF and DND. ADM (Mat) is the program authority for materiel, and is accountable to the Deputy Minister for the full life-cycle of materiel (i.e. the acquisition, maintenance and support, and disposal of materiel). This involves a major role in the planning and implementation of the Long Term Capital Plan - Equipment (LTCP(E)), the National Procurement plan to sustain in-service equipment, and logistics planning and operations in general, including:

a. developing and managing the materiel acquisition and support process for the Forces and the Department;

b. developing and implementing logistic plans in support of the operational deployment, sustainment and redeployment of the forces;

c. contributing to the development of both capital acquisition and national procurement support plans and managing the budgets of these two corporate accounts;

d. controlling and administering approved equipment projects;

e. maintaining overall design authority of Forces' equipment and systems and providing certain aspects of engineering and maintenance, repair and overhaul;

f. disposing of equipment; and

g. overseeing Defence materiel relations with other government departments and agencies, with the Canadian defence industry, and with other governments and international organizations.

4. **Force Structure**. See Annex A of this chapter.

5. **Resource Allocation and Planning Levels**. See Chapter 6.

6. **ADM (Mat) Tasks.** ADM (Mat) is assigned the following tasks to support defence capability programs. The ADM (Mat) business plan is to indicate the intended level of effort for these tasks.

a. **DT3.2 Sustain Equipment**. Provide the full range of materiel acquisition and support services required to generate and sustain the capability to repair and maintain equipment and defence materiel.

b. **DT3.3 Support Operations**. Provide logistics preparation, planning and support coordination for CF contingency operations. In the event of an extended deployment of an element of a significant size, a Canadian Support Group would generate units to provide operational-level logistics support.

c. **DT4.2 Provide Equipment**. Provide the full range of materiel acquisition and support services required to provide the Canadian Forces with modern, multi-purpose, cost-effective equipment capable of achieving assigned defence tasks.

313. SCIENCE AND TECHNOLOGY GROUP- ADM (S&T)

1. **General.** The Assistant Deputy Minister (Science and Technology) provides other L1 Advisors with the scientific and technological advice, products and services they require to effectively carry out their assigned missions and tasks. ADM (S&T) is responsible for maintaining a network of defence S&T partners who work together to advance the level of S&T awareness and expertise within the Department. ADM (S&T) is also responsible for contracting in accordance with intergovernmental S&T policies, issues and procedures on behalf of the Department.

2. **Mission**. To serve as the national authority for providing S&T leadership in the advancement and maintenance of Canada's defence capabilities.

3. **ADM (S&T) Responsibilities**.

a. facilitate and enhance the ability of decision-makers to make informed decisions on defence policy, force generation and procurement by providing expert S&T knowledge;

b. contribute to the success of military operations by pursuing R&D activities that provide improved support, knowledge, protection and response to potential threats;

c. enhance the preparedness of the Canadian Forces by assessing technology trends, threats and opportunities and by exploiting emerging technologies;

d. contribute to the creation and maintenance of a Canadian Defence S&T industrial capability that is internationally competitive, by contracting-out to industry, by transferring technology to industry, and by entering into contractual relationships in which cost and risk are shared; and

e. conduct S&T projects for clients external to DND, in order to assist the agency in developing and maintaining its defence-related technological capabilities.

4. **Force Structure**. See Annex A of this chapter.

5. **Resource Allocation and Planning Levels**. See Chapter 6.

6. **ADM (S&T) Tasks**. ADM (S&T) is assigned the following tasks to support capability programs. The ADM (S&T) business plan is to indicate the intended level of effort for these tasks.

a. **DT4.3 Doctrine and Structure:** Take an active role in the federal S&T network and support government objectives to stimulate economic growth, improve quality of life and advance knowledge through innovative S&T activities.

b. **DT4.4 Defence Research:** Conduct research on military-related technologies in direct support of future defence capabilities.

c. **DT5.3 Security Arrangements:** Collaborate on many levels with our allies to enhance technology co-operation and facilitate interoperability.

314. INFRASTRUCTURE AND ENVIRONMENT GROUP - ADM (IE)

1. **General**. The focus of Assistant Deputy Minister (Infrastructure and Environment) (ADM (IE)) is to provide corporate leadership in the areas of realty, environmental management and fire and nuclear safety in order to help other Level One Advisors perform their missions. ADM (IE) also has a corporate responsibility for delivering construction and property projects, for managing the environmental and decommissioning programs, for managing realty assets transferred to ADM (IE), for reporting to government in these areas and is the departmental point of contact for aboriginal affairs.

2. **Mission**. Provide policy, advice, oversight, and related professional services in matters of realty, environmental protection, nuclear safety, fire services and aboriginal affairs to the DND/CF.

3. **ADM (IE) Responsibilities**. ADM (IE) is responsible for the standard of realty and environment support provided to the CF and DND. This involves advising as well as developing, setting and implementing policies for the delivery and maintenance of realty assets, the environmental program, nuclear safety and fire protection matters. Further, ADM (IE) is responsible for developing and implementing departmental performance measures, and reporting on the effectiveness, efficiency, and appropriateness of realty assets, environmental programs, nuclear safety and fire protection matters. ADM (IE) is also responsible for:

a. implementing assigned construction projects;

b. providing property services;

c. managing assigned corporate realty assets;

d. developing and fielding information systems for realty and environment community; and

e. oversight of CFHA.

4. **Force structure**. See Annex A of this chapter.

5. **Resource Allocation and Planning Levels**. See Chapter 6.

6. **ADM (IE) Tasks.** ADM (IE) is assigned the following tasks to support capability programs. The ADM (IE) business plan is to indicate the intended level of effort for these tasks.

a. **DT3.4 Infrastructure.**

(1) Provide realty, fire and crash rescue, environmental, and nuclear safety advice and services in support of other L1 Advisors;

(2) Provide oversight to CFHA who is responsible for maintaining all MQs and associated infrastructure and providing tenancy management;

b. **DT5.5 Management.**

(1) Develop and communicate realty asset, fire protection, crash and rescue, environmental and nuclear safety policies, procedures and regulations;

(2) Provide realty asset, fire service, environmental, and nuclear safety guidance and oversight; and

(3) Provide realty asset management systems, including the Realty Asset Strategic Plan (RASP), Realty Asset Measurement and Evaluation (RAME) system and manage the Long Term Capital Plan - Construction (LTCP(C)).

315. FINANCE AND CORPORATE SERVICES GROUP – ADM (FIN CS)

1. **General**. The ADM (Fin CS) is the Senior Financial Officer of the Department of National Defence and the Canadian Forces and as such is charged with ensuring the integrity of the financial management and control framework. ADM (Fin CS) provides: financial support to operations, military pay and pension services, corporate support within the national capital region, and a number of corporate management functions including the administration of access to information and privacy legislation.

2. The main challenge facing the ADM (Fin CS) group is the implementation of the Financial Information Strategy (FIS) and accrual accounting. This initiative hinges upon the recording and capitalization of fixed assets. Another challenge is to advance comptrollership modernization, which is integrally related to the implementation of the FIS. Comptrollership modernization is designed to address known policy, procedural and

systemic deficiencies in the financial management framework and to revitalize the functional comptrollership network.

3. **Mission**. The mission of ADM (Fin CS) is to provide comptrollership guidance and the financial management framework and advice necessary to support the resource management process; and to provide quality corporate management and support services in a manner that promotes full compliance with all legal requirements.

4. **ADM(Fin CS) Responsibilities**. ADM (Fin CS) is responsible for corporate management policies and for providing independent, objective financial analysis and advice with respect to the operations and activities of both the department and the forces. Specific responsibilities include:

   a. providing a framework for sound financial management and comptrollership services across DND and the CF;

   b. assuring probity and compliance with financial legislation (e.g. the *Financial Administration Act*);

   c. providing the necessary support to develop strategic financial and budgetary planning options;

   d. ensuring effective systems support for resource allocation, and the effective control of public funds and departmental assets;

   e. ensuring the implementation of and adherence to central agency policies, and ensuring that parliamentary and central agency financial information requirements are met;

   f. providing centralized support services for all units within the National Capital Region and CF units assigned abroad, and corporate services to NDHQ; and

   g. providing advice in respect to the Privacy and Access to Information Acts.

5. **Force Structure**. See Annex A of this chapter.

6. **Resource Allocation and Planning Levels**. See Chapter 6.

7. **ADM (Fin CS) Tasks**. ADM (Fin CS) is assigned the following tasks to support capability programs. The ADM (Fin CS) business plan is to indicate the intended level of effort for these tasks.

   a. **DT5.4 Governance:** ensure, on behalf of the Minister, compliance with legislation, regulations and government policy including specific responsibility for all matters relating to the Financial Administration Act (FAA), the Access to Information Act and the Privacy Act.

   b. **DT5.5 Management:**

      (1) Provide the comptrollership and financial management framework necessary to support all aspects of DND/CF operations at all levels, in a manner consistent with government-wide legislation, regulations, policies and best practices.

(2) Provide effective and efficient military pay and pension services, centralized support services for all units in the national capital region, and corporate administrative, financial and resource management support services including direct support to the Minister in respect of ministerial correspondence and delegation of ministerial authorities.

316. POLICY GROUP - ADM (POL)

1. **General.** The principal challenge for ADM (Pol) is to provide sound and timely analysis and policy advice on the formulation and execution of defence policy within an ever-changing global and institutional context.

2. **Mission**. To formulate and manage all aspects of defence policy.

3. **ADM (Pol) Responsibilities**. ADM (Pol) is the principal source of defence policy advice and is responsible for:

a. the analytical basis and policy options, as well as advice on and support in the formulation and execution of defence policy;

b. advice and support in dealing with Cabinet and Parliament;

c. advice and support on international Defence relations;

d. advice on managing issues bearing on national unity and relations with provincial governments;

e. coordination of national policies and departmental relations with foreign affairs, the Privy Council Office, the Cabinet and Parliament;

f. assistance in fostering and nurturing a national pool of expertise and interest in defence and international security issues;

g. management of the department's bilateral and multilateral defence and international security relations, including representation of Canada at UN, NATO and other meetings and on these institution committees; and

h. management of the Military Training Assistance Program (MTAP) offered to Partnership for Peace nations and a number of developing countries.

4. **Resource Allocation and Planning Levels**. See Chapter 6.

5. **ADM(Pol) Tasks.** ADM(Pol) is assigned the following tasks to support defence capability programs. The ADM(Pol) business plan is to indicate the intended level of effort for these tasks.

a. **DT5.2 Defence Policy Development.** Provide timely, in-depth strategic monitoring and analysis and sound policy advice to help ensure that Canadian defence policy reflects the direction provided by the government and remains relevant, effective, affordable and realistic.

b. **DT5.3 Security Arrangements.** Manage DND's bilateral and multilateral defence and international security relations through representation and the provision of policy advice for our participation in the UN, NATO, NORAD and other multi and bilateral fora including the Military Training Assistance Program and Pearson Peacekeeping Centre.

c. **DT5.4 Governance.** Provide advice and support to the MND, the DM and the CDS, as well as senior management in dealing with: Cabinet and Parliamentary business; issues bearing on national unity and relations with provincial governments; coordination of national policies and departmental relations with the Department of Foreign Affairs and the Privy Council Office; and, joint development and implementation of broad government initiatives serving the public interest in a cost-effective, timely, and supportive manner.

d. **DT5.5 Management.** Provide effective management of DND's defence policy representation, consultation and outreach functions to help the Department and the CF better understand defence policy options, and establish critical links with the Canadian public to promote a better understanding of defence issues.

317. VICE CHIEF OF DEFENCE STAFF GROUP - VCDS

1. **General**. The VCDS is the strategic resource manager for DND and the Chief of Staff for NDHQ. Consequently, the VCDS provides the leadership and momentum related to strategic resource management and change implementation. The VCDS actively promotes initiatives aimed at improving strategic planning, and resource management within the Department.

2. **Mission**. On behalf of the DM and CDS, the mission of the VCDS is to coordinate and, when appropriate, direct the activity necessary to ensure departmental Defence policy and strategic objectives are achieved.

3. **VCDS Responsibilities**. The VCDS has three distinct roles within the NDHQ structure:

a. as stipulated in the *National Defence Act*, the VCDS acts as the CDS in the latter's absence;

b. as Chief of Staff to both the DM and CDS, the VCDS coordinates cross-functional issues, helps to resolve differences among Level One Advisors, and provides support to the DM and CDS; and

c. as the senior resource manager at NDHQ, the VCDS develops and oversees the Department's strategic management and planning process and generates planning options and guidance to meet overall defence objectives.

4. **Force Structure**. See Annex A of this chapter.

5. **Resource Allocation and Planning Levels**. See Chapter 6.

6. **VCDS Tasks**. VCDS is assigned the following tasks to support capability programs. The VCDS business plan is to indicate the intended level of effort for these tasks.

a. **DT5.1 Defence Advice.** Provide strategic advice and information on strategic resource management issues.

b. **DT5.2 Defence Policy Development**. In accordance with the accountability framework, provide oversight and establish general policies for the provision of efficient, effective and impartial Military Police law enforcement and National Investigative Services to DND and the CF.

c. **DT5.4 Governance.** Provide the mandated programs that fulfil the objectives established by the government, the Department and the Canadian Forces, including the Canadian Cadet Movement and the Junior Ranger Program.

d. **DT5.5 Management.** Provide the strategic direction and corporate resource management services (Defence Services Program planning and monitoring, strategic risk management, coordination of specific activities as NDHQ Chief of Staff, Strategic Change Program including ASD, general safety, and secretarial support) required by DND and the CF in a cost-effective manner.

318. CHIEF OF REVIEW SERVICES - CRS

1. **General.** CRS provides an independent, corporate level audit and program evaluation function for the Department of National Defence and the Canadian Forces. CRS is also responsible for liaison with the Office of the Auditor General (OAG), and for the coordination of the Defence Ethics Program and conflict of interest/post employment code responsibilities. During this planning period, all aspects of CRS independent, corporate level audit and program evaluation will be affected by Modern Comptrollership and the Treasury Board-mandated re-design of Audit and Evaluation Policies and Standards.

2. **Mission**. The mission of the Chief of Review Services (CRS) is to perform review services on behalf of the DM and CDS to promote improvements in DND and CF policies, programs, operations and activities and to enhance the abilities of members of the CF and employees of DND to perform their duties to the highest ethical standard.

3. **CRS Responsibilities**. The CRS assists senior level Defence managers and leaders in meeting their mandates by providing expertise and advice on management practices, carrying out program evaluations and conducting independent audits, including investigations of suspected misuse of resources. The CRS also provides a corporate ethical and conflict of interest focus.

4. **Force Structure**. See Annex A of this chapter.

5. **Resource Allocation and Planning Levels**. See Chapter 6.

6. **CRS Tasks**. CRS is assigned the following tasks to support the capability programs. The CRS business plan is to indicate the intended level of effort for these tasks:

a. **DT5.1 Defence Advice.** Provide liaison with the Office of the Auditor General (OAG) and DND/CF senior management with respect to OAG matters.

b. **DT5.4 Governance.** Provide review services (evaluation, internal audit, operational capability review, and special enquiries and investigations) required by DND/CF.

c. **DT5.6 Defence Culture.** Manage the Defence Ethics Program.

319. DIRECTOR GENERAL PUBLIC AFFAIRS - DGPA

1. **General.** DGPA directs and maintains the capability to support internal and external communications on corporate priorities, policies and change initiatives. It also provides

public affairs advice, programs and services to support ongoing CF operations from a national perspective.

2. DGPA's responsibilities are to provide timely public affairs advice and support to senior leadership and MND on national issues, and to implement corporate outreach as well as internal programs to build public and employee understanding of the Defence program.

3. **Mission**. To inform Parliament, Canadians, National Defence employees and Canadian Forces personnel of the roles, mandate, activities, priorities and benefits of DND/CF through the provision of high quality public affairs services in a manner that is accurate, complete, objective, timely, relevant, understandable, and open within the law.

4. **DGPA Responsibilities**. DGPA is responsible for the management of all aspects of defence-related public affairs. This involves communicating and promoting understanding of Defence policies, programs and activities to the public and internally to members of the defence team.

5. **Resource Allocation and Planning Levels**. See Chapter 6.

6. **DGPA Tasks**. DGPA is assigned the following tasks to support capability programs. The DGPA business plan is to indicate the intended level of effort for these tasks.

a. **DT2.6 Assistance to OGDs.** Participate in and coordinate defence's contributions to horizontal communications with Other Government Departments and other levels of government on national issues.

b. **DT5.1 Defence Advice.** Provide timely, in-depth and sound public affairs advice on defence and security issues.

c. **DT5.7 Public Information.**

(1) Generate public affairs support to Canadian Forces operations anywhere in the world.

(2) Support internal communications and senior leaderships' efforts to ensure DND employees and CF personnel are aware of and understand corporate priorities, programs and services.

(3) Support efforts to facilitate public understanding of the Canadian Forces, its contributions to Canada and its role as a national institution.

320. SPECIAL ENTITIES

1. The following senior managers remain responsible for effective resource stewardship, but have unique reporting and accountability relationships as described below. Funding details for these organizations are provided at Annex B of Chapter 6.

a. **DND/CF Ombudsman.** The Ombudsman is designated under *the National Defence Act* to act on the Minister's behalf, independent of the chain of command, as a neutral and objective sounding board, mediator and reporter on matters related to the Department of National Defence and the Canadian Forces, as described by ministerial directives;

b. **Judge Advocate General (JAG).** The JAG is appointed by Governor-in-Council and acts as legal adviser to the Governor General, the Minister, the

Department and the Canadian Forces in matters relating to military law. Specifically, the JAG is entrusted with the superintendence of the administration of military justice. The JAG is responsible to the minister for the performance of the JAG's duties and functions;

c. **The DND and CF Legal Advisor.** DND/CF LA is a unit of the Department of Justice, responsible for providing legal advice to the department and forces on matters other than military law and the military justice system, in accordance with the Department of Justice Act. The DND/CF LA is the primary legal service provider in the areas of legislative and regulatory services, pensions and finance, claims and legal risk management, materiel procurement, environment and real property, civilian labour relations, public laws including human rights, information and privacy matters and intellectual property issues;

d. **Chief Military Judge (CMJ).** The office of the Chief Military Judge is an independent unit that is not part of the chain of command for reasons of judicial independence. The role of the office of the CMJ is to provide judges and court reporters to courts martial and to administer the court martial system;

e. **Office of Critical Infrastructure Protection and Emergency Preparedness Canada.** The Associate Deputy Minister responsible for the Office of Critical Infrastructure Protection and Emergency Preparedness Canada reports through the Deputy Minister to the Minister. This organization is responsible for the protection of Canada's critical infrastructure (in both physical and cyber dimensions) and for coordinating the Government's efforts to deal with threats and vulnerabilities impacting federal networks and systems. Its Emergency Preparedness Canada (EPC) branch is the Federal Government's primary agency for coordinating civil emergency preparedness in Canada.

f. **National Search and Rescue Secretariat (NSS).** The NSS reports directly to the Minister of National Defence. The NSS provides focus to coordinate the development of search and rescue policies throughout Canada; and

g. **Communication Security Establishment (CSE).** The CSE reports directly to the Minister of National Defence, who is responsible to parliament for all CSE activities. As Canada's national cryptologic agency, CSE forms part of the intelligence and security infrastructure supporting the Government of Canada.

ANNEX A – FORCE STRUCTURE

CMS FORCE STRUCTURE

Serial	Forces	FY02/03	FY03/04	FY04/05	Remarks
1. Operational forces					
a.	IROQUOIS Class (DDG)	4	No change	No change	
b.	HALIFAX Class (FFH)	12	No change	No change	
c.	PROTECTEUR Class (AOR)	2	No change	No change	
d.	VICTORIA Class (SSK)	4	No change	No change	IAW VIC Class Programme Management Plan Phase-In Schedule.
e.	KINGSTON Class (MCDS Maritime Coastal Defence Vessel)	12	No change	No change	
f.	Fleet Diving Units	2	No change	No change	
g.	Fleet Commanders with the Appropriate Maritime Operations Groups	2	No change	No change	
h.	Harbour Defence Units	4	No change	No change	
i.	Regional Naval Control of Shipping Units	4	No change	No change	
j.	Convoy Commodore Units	2	No change	No change	
k.	Air Assets provided by CAS	No Change	No change	No change	
2. Command & Control					
a.	Operational HQ (MARLANT & MARPAC)	2	No change	No change	
b.	Naval Reserve HQ (in Quebec City)	1	No change	No change	
c.	Canadian Forces Maritime Warfare Centre (CFMWC) Halifax (C2 Supporting Element)	1	No change	No change	
d.	Acoustic Data Analysis Centres (C2 Supporting Elements)	2	No change	No change	
e.	Communications Detachments (C2 Supporting Elements)	2	No change	No change	
3. Support to Operations					
a.	**Training**				
(1)	Sea Training Units (Halifax and Esquimalt)	2	No change	No change	
(2)	Canadian Forces Fleet Schools (CFFS)	2	No change	No change	Esquimalt and Quebec
(3)	Canadian Forces Naval Operations School (CFNOS) Halifax	1	No change	No change	
(4)	Canadian Forces Naval Engineering School (CFNES) Halifax	1	No change	No change	

Serial	Forces	FY02/03	FY03/04	FY04/05	Remarks
(5)	Venture, Naval Officer Training Centre (NOTC) Esquimalt	1	No change	No change	
(6)	Naval Reserve Divisions (NRDS)	24	No change	No change	
b.	**Infrastructure, Materiel & Personnel Support**				
(1)	Materiel Support Unit (MSU) Halifax	1	No change	No change	
(2)	CFB Halifax/Personnel Support Unit (PSU) Halifax	1	No change	No change	
(3)	CFB Esquimalt	1	No change	No change	
(4)	Fleet Maintenance Facilities (FMF)	2	No change	No change	
(5)	CFS St. John's	1	No change	No change	
(6)	Queen's Harbour Master (QHM) (Halifax And Esquimalt)	2	No change	No change	
(7)	Forward Logistics Support Units	As required	As required	As required	
(8)	Auxiliary Vessels	As required	As required	As required	

CLS FORCE STRUCTURE

Serial	Forces	FY02/03	FY03/04	FY04/05	Remarks
1. Operational Forces					
a.	Three similarly-structured, geographically dispersed, multi-purpose brigade groups each comprised of three infantry battalions, an armoured regiment, an artillery regiment, an engineer regiment and a reconnaissance squadron with appropriate combat support and combat service support.	3	No change	No change	
b.	An EW squadron	1	No change	TBD	Based on evolving command support concepts
c.	An engineer support regiment	1	No change	No change	
d.	An air defence regiment	1	No change	No change	
e.	The land component of the Canadian Support Group (the General Support (GS) Group)	No change	TBD	TBD	NMSC project will recommend final force structure
f.	Reserve brigade groups plus essential combat support and combat service support elements	10	TBD	TBD	The final number of brigade groups will be determined through the Land Force Reserve Restructure (LFRR) process
g.	Aviation assets provided by CAS	No change	No change	No change	
2. Command and Control					
a.	Land Force Area HQ (Western, Central, Quebec and Atlantic)	4	No change	No change	
b.	Land Force Doctrine and Training System Headquarters	1	No change	No change	
3. Support to Operations					
a.	**Training:**				
(1)	Combat Training Centre	1	No change	No change	
(2)	Area Training Centres	4	No change	No change	
(3)	Canadian Land Force Command and Staff College	1	No change	No change	
(4)	Canadian Parachute Centre	1	No change	No change	
(5)	Peace Support Training Centre	1	No change	No change	
(6)	Joint Command and Staff Training Centre	1	No change	No change	
b.	**Infrastructure, Materiel And Personnel Support:**				
(1)	**1 Area Support Group (ASG) LFWA**				
i.	CFB/Area Support Unit (ASU) Edmonton	1	No change	No change	
ii.	CFB/ASU Shilo	1	No change	No change	
iii.	ASU Calgary	1	No change	No change	
iv.	ASU Chilliwack	1	No change	No change	
v.	CFB Suffield	1	No change	No change	
vi.	CF Detention Barracks	1	No change	No change	
(2)	**2 ASG LFCA**				
i.	CFB/ASU Petawawa	1	No change	No change	
ii.	CFB/ASU Kingston	1	No change	No change	
iii.	ASU London	1	No change	No change	

iv.	ASU Toronto	1	No change	No change	
v.	ASU Northern Ontario	1	No change	No change	
(3)	**3 ASG LFAA**				
i.	CFB/ASU Gagetown	1	No change	No change	
(4)	**5 ASG SQFT**				
i.	CFB/ASU Valcartier	1	No change	No change	
ii.	ASU St-Jean	1	No change	No change	
iii.	ASU Montreal	1	No change	No change	

CAS FORCE STRUCTURE

Serial	Forces	FY02/03	FY03/04	FY04/05	Remarks
1.	**Operational Forces**				
a.	Sqn Tactical Transport (CC130)	3	No change	No change	
b.	Sqn Strategic Transport (CC150)	1	No change	No change	
c.	Sqn Maritime Patrol (CP140)	3	No change	No change	
d.	Sqn Maritime Helicopter (CH124)	2	No change	No change	
e.	Sqn Tactical Fighters (CF-18)	4	No change	No change	
f.	Sqn Tactical Helicopter (CH146)	5	No change	No change	
g.	Sqn SAR (CH113, CH149, CC115, CC130)	4 *	No change	No change	* introduction of the Cormorant. CC115 to retire at Cormorant IOC plus 1 year. CH113 to stop flying upon delivery of last Cormorant.
h.	Sqn Transport and Rescue (CC138)	1	No change	No change	
i.	NATO Airborne Early Warning (AEW)	No change	No change	No change	Current establishment of 118 personnel.
j.	ACC Sqn	1	No change	No change	
k.	Radar Sqns	2	No change	No change	
l.	AC&W Sqns	2	No change	No change	
All operational fleets share resources with Operational Training Units (OTU).					
2.	**Command & Control**				
a.	1 CAD	1	No change	No change	
3.	**Support to Operations**				
a.	**Training**				
(1)	Flying Training Schools/Squadrons	4	No change	No change	
(2)	Sqn Maritime Helicopter OTU	1	No change	No change	
(3)	Sqn Maritime Patrol OTU	1	No change	No change	
(4)	Sqn Tactical Helicopter OTU	1	No change	No change	
(5)	Sqn Tactical Fighter OTU	1	No change	No change	
(6)	Sqn Transport OTU	1	No change	No change	
b.	**Combat Support**				
(1)	Sqn Combat Support (CH 146)	3	No change	No change	
(2)	Sqn Transport (CC144)	1	No change	No change	
c.	**Air Demonstration**				
(1)	Sqn (CT114)	1	No change	No change	
d.	**Infrastructure, Material & Personnel Support**				
(1)	3 Wing Bagotville	1	No change	No change	
(2)	4 Wing Cold Lake	1	No change	No change	
(3)	5 Wing Goose Bay	1	No change	No change	
(4)	8 Wing Trenton	1	No change	No change	
(5)	9 Wing Gander	1	No change	No change	
(6)	14 Wing Greenwood	1	No change	No change	
(7)	15 Wing Moose Jaw	1	No change	No change	
(8)	17 Wing Winnipeg	1	No change	No change	
(9)	19 Wing Comox	1	No change	No change	
(10)	22 Wing North Bay	1	No change	No change	
e.	**Lodger Units**				
(1)	1 Wing Kingston	1	No change	No change	
(2)	12 Wing Shearwater/Pat Bay	1	No change	No change	
(3)	16 Wing Borden	1	No change	No change	

ASSIGNED FORCE STRUCTURES

DCDS - The following force structure has been assigned to DCDS:

1. **Operational Forces**
    a. 1 Construction Engineering Unit
    b. CF Joint Operations Group
        (1) CF Joint Headquarters
        (2) CF Joint Signals Regiment
    c. CF Joint Support Group Headquarters
    d. Personnel assigned to NATO Posts
    e. Personnel assigned to NORAD HQs and Staffs
    f. Canadian Defence Liaison Staff (Washington)
    g. Canadian Defence Liaison Staff (London)
    h. Canadian Forces Attaché Offices
    i. Canadian Forces Joint Imagery Centre
    j. Canadian Forces Liaison Officer Establishment
    k. Canadian Forces National Counter Intelligence Unit
    l. Canadian Intelligence Liaison Officer (London)
    m. Canadian Intelligence Liaison Officer (Washington)
    n. Commanders and Staffs On Peacekeeping Duties
    o. Dwyer Hill Training Centre
    p. Mapping and Charting Establishment
    q. Military Security Guard Unit
2. **Command and Control**
    a. National Defence Operations Centre
    b. National Defence Intelligence Centre
3. **Support to Operations**
    a. Infrastructure, Materiel and Personnel Support:
        (1) Canadian Forces Support Unit (Europe)
        (2) Canadian Forces Support Unit (Washington)
        (3) Canadian Forces Support Unit (Colorado)
        (4) Canadian Forces Experimentation Centre

CFNA - The following force structure has been assigned to CFNA:

1. **Support to Operations**
   a. Infrastructure, Materiel and Personnel Support:
      (1) CFNA HQ Yellowknife (supported by Land Force Western Area (LFWA))
      (2) CFNA Det Yukon (supported by LFWA)
      (3) 1 Canadian Ranger Patrol Group (1 CRPG)

ADM (IM) - The following force structure has been assigned to ADM (IM):

1. **Operational Forces**
   a. The following components of the CF Information Operations Group:
      (1) 771 Communication Research Squadron
      (2) CFS Alert
      (3) CFS Leitrim (Includes Masset Det, Gander Det)
      (4) CF Electronic Warfare Centre
   b. NATO Integrated Communications System (Folley Lakes, NS), Canadian Component
   c. NATO Communications Facility (Ottawa), Canadian Component
   d. HF Radio Gateway (Great Village, NS)
   e. 76 Communications Group Det Selfkant
   f. Communication Reserve Forces:
      (1) 70 Communication Group (includes four Comm Reserve Units)
      (2) 71 Communication Group (includes three Comm Reserve Units)
      (3) 72 Communication Group (includes five Comm Reserve Units)
      (4) 73 / 74 Communication Group (includes ten Comm Reserve Units)
      (5) 1 Reserve Electronic Warfare Squadron
2. **Command and Control**
   a. Information Management Group Headquarters
   b. CF Information Operations Group HQ
3. **Support to Operations**
   a. Infrastructure, Materiel and Personnel Support:
      (1) 76 Communications Group HQ and Det St-Jean
      (2) 764 Communications Squadron

(3) Defence Enterprise Server (Borden)

(4) CF Cryptologic Support Unit (includes Halifax Det and Esquimalt Det)

(5) CF Cryptologic Maintenance Unit

(6) CF Information Operations Group Dets (Cheltham, Fort Georges and Medina)

ADM (HR - Mil) - The following force structure has been assigned to ADM(HR - Mil):

1. **Operational Forces**
   - a. Medical Services
   - b. Nuclear Biological Chemical Incident Response
2. **Command and Control**
   - a. CF Medical Group Headquarters
   - b. CF Recruiting, Education and Training System Headquarters
   - c. CF Recruiting Group
   - d. CF Training Support Group
3. **Support to Operations**
   - a. **Training:**
     - (1) Canadian Forces College
     - (2) CF Fire Academy
     - (3) CF School of Administration and Logistics
     - (4) CF Music Centre
     - (5) CF Dental Services School
     - (6) CF Language School (Two)
     - (7) CF Military Policy Academy
     - (8) CF School of Military Intelligence
     - (9) CF Medical Services School
     - (10) CF School of Military Engineering
     - (11) CF Nuclear Biological and Chemical School
     - (12) CF School of Communications and Electronics
     - (13) CF School of Electrical and Mechanical Engineering
     - (14) CF Management Development School
     - (15) CF Leadership and Recruit School

- (16) CF Training and Development Centre
- (17) Royal Military College

b. **Infrastructure, Materiel and Personnel Support:**

- (1) CFB Borden
- (2) CF Environmental Medical Establishment
- (3) 1 Canadian Field Hospital
- (4) 1 CF Dental Unit
- (5) CF Training Materiel Production Centre
- (6) Central Medical Equipment Depot
- (7) CF Personnel Support Agency
- (8) Recruiting Centres (Nine)

ADM (Mat) - The following force structure has been assigned to ADM(Mat):

1. **Operational Forces**

    a. 3 Canadian Support Group

    b. 4 Canadian Forces Movement Control Unit

2. **Support to Operations**

    a. Infrastructure, Materiel and Personnel Support:

    - (1) Canadian Forces Supply and Distribution Centres
    - (2) Canadian Forces Quality Assurance Regions
    - (3) Engineering Test Establishments
    - (4) Munitions Experimental Test Centre
    - (5) 202 Workshop Depot
    - (6) 1 Canadian Forces Logistics Liaison Unit
    - (7) Canadian Forces Ammunition Depots (three)
    - (8) Canadian Forces Postal Unit
    - (9) Canadian Forces Maritime Experimental Test Range
    - (10) Canadian Forces Publication Depot

ADM (S&T) - The following force structure has been assigned to ADM(S&T):

1. **Support to Operations**

    a. Infrastructure. Material and Personnel Support:

    - (1) Defence Research Establishment Atlantic

(2) Defence Research Establishment Valcartier

(3) Defence Research Establishment Ottawa

(4) Defence Research Establishment Suffield

(5) Defence and Civil Institute of Environmental Medicine

ADM (IE) - The following properties are managed by ADM (IE), under the Corporate Realty Asset Transfer program (*indicates earmarked for disposal):

1. **Support to Operations**

   a. Calgary* (less the Area Support Unit);

   b. Chilliwack* (less the Area Support Unit);

   c. CMR;

   d. Downsview;

   e. Ipperwash*;

   f. Jericho Beach*;

   g. Goose Bay Oil Tanks*;

   h. Moncton* (less the Area Support Unit);

   i. RRMC; and

   j. Portions of Shearwater that are surplus to requirements.

ADM (Fin CS) - The following force structure has been assigned to ADM (Fin CS):

1. **Support to Operations**

   a. Infrastructure, Materiel and Personnel Support:

      (1) Canadian Forces Support Unit Ottawa

VCDS - The following force structure has been assigned to VCDS:

1. **Support to Operations**

   a. Infrastructure, Materiel and Personnel Support:

      (1) Canadian Forces National Investigation Service

CHAPTER 4

FUNCTIONAL PROGRAM ACCOUNTABILITIES

401. GENERAL GUIDANCE.

1. The business of defence is complex. L1 Advisors and Special Entities cannot run their programs autonomously. There are interdependencies that must be harmonized. The following subject areas have responsible functional authorities but remain the responsibility of all L1 Advisors and Special Entities to ensure the efficient execution of the DSP. These subjects have a horizontal cross-functional impact on the whole Department and Canadian Forces, therefore specific direction is included here. The functional areas include:

a. Strategic HR Management - Military (including the Military Manning Priorities and Guidance on the Military Occupation Study Review II – Implementation);

b. Strategic HR Management - Civilian;

c. Human Resources General;

d. Resource Allocation Priorities for National Procurement;

e. Capital Plan - Equipment Priorities;

f. Capital Plan – Construction Priorities;

g. Corporate Environmental Priorities;

h. Corporate Information Management Priorities;

i. Alternate Service Delivery Program;

j. Corporate Risk Management; and

k. Force Development Planning Guidance (including the Capabilities Goals Matrix).

402. STRATEGIC HUMAN RESOURCES MANAGEMENT - MILITARY

1. **Military Guidance**. The CF is facing a major HR challenge, a situation attributed to factors both external and internal to the organization. The CF is not alone in this situation. All sectors of society, including our Allies, are challenged by social trends, new economies, changing demographics, a rapid pace of technological change and revolutions in business and military affairs.

2. In the past few years, the CF has moved to implement recommendations and directives touching all domains of HR. In doing so, the CF has progressed HR initiatives independently, allocating resources and seeking funding authority for projects as urgency dictated, but without the benefit of an overall plan or a clear sense of priorities. A Long Term Capability Plan (LTCP (HR)) has now been developed to approach HR challenges in an integrated and coherent manner. The LTCP (HR) provides a mechanism for the CF to invest in the future by focusing on critical HR areas such as health care reform,

recruiting, retention, professional development, HR systems reform and communication. The most significant HR issues are the following:

a. **Health Care**: The health and well being of CF members is one of the Department's top priorities. It is essential that whenever a member leaves on an operational deployment and returns unwell – regardless of the cause – the CF must do its utmost to restore the member's health. Health Care reform, delivered through the R_X2000 Project, will focus on the development of a standardized and comprehensive health care delivery structure that will provide sustained continuity of health care. Preventive, occupational, environmental/industrial medicine and health promotion issues are all being addressed. ADM (HR-Mil) will ensure full visibility of these ongoing changes, many of which will directly impact on other Level 1 activities.

b. **Recruiting and Retention**: The CF is currently facing a major recruiting and retention problem that could, if left unchecked, result in significant erosion of the structure and capability of the CF and thus our ability to fulfil defence objectives. The CF has entered into an immediate period of stabilization beginning with measures to arrest personnel strength decline. This surge will create a situation in which Level 1s will be required to provide support to the attraction, recruiting and basic training activities. It is essential that we initiate a short-term program of surge recruiting to bring in approximately 7,000 enrolees annually. Additionally, the drain of talented and experienced Regular and Reserve Force personnel necessitates a special Retention Project to encourage retention of our highly skilled personnel.

c. **Professional Development** – Training and professional development are key enablers to ensure our personnel have the required skills to perform the tasks of a modern military force. Continuous learning and re-tooling are essential in organizations embracing new roles, practices and technologies. With the increased level of complexity of the CF operational environment, it is essential that we increase the educational level of our members. To this end, ADM (HR-Mil) will establish and manage a process to prioritize and implement educational and professional development programs.

    (1) **Officer Professional Development (OPD)** – Policies and programs have been put in place to address the need for a baccalaureate degree. In addition, ADM (HR-Mil) will establish policies and programs to ensure a greater proportion of officers hold advanced degrees. This includes the requirement for all Colonels and above to normally hold such a degree.

    (2) **Non-Commissioned Member Professional Development (NCMPD)** – ADM (HR-Mil) will establish the education and professional development policies for NCMs that ensure they are capable of performing effectively in an increasingly complex operational environment.

3. Through the LTCP (HR), the CF recognizes that people truly are the heart of all our activities and must remain at the centre of our plans. As such, HR initiatives are

designated as the top priority for FY 01/02 and for the next three years covered by this Defence Plan, a decision endorsed by all levels of leadership of the Department.

4. With the renewed HR emphasis fostered by the LTCP (HR), activities are being reprioritized and resources reallocated. But of all the variables affecting the success of the LTCP (HR), none is as critical as the participation and commitment of the Environmental Chiefs of Staff (ECS). Recognizing that our members are the key component of CF operational success, ECS will commit resources from their existing budgets to assist during the surge recruiting period (FY 01/02 to 03/04 inclusive). In this area, each ECS will contribute to LTCP (HR) activities such as recruit training, augmentation to Recruiting Centres and recruit attraction.

5. Concerted action is being complemented by a sound long-term strategy, a rigorous program management process, an appropriate and steady level of resource allocation and leadership commitment. The LTCP (HR) has been recognized as a principal component of the DMS. From a governance perspective, the LTCP (HR) will receive program approval from DMC through AFC, while funding approval will be received through the DM/CDS Business Planning process. Finally, the LTCP (HR) will be under the strategic oversight of the departmental Military Human Resources Capability Board (MHRCB). ADM(HR-Mil) will be advised by the newly established Military Human Resources Advisory Board (MHRAB) and the Military Human Resources Policy and Planning Committee (MHRPPC).

6. The Military HR Group will continue to reform and realign its activities on the basis of recommendations of the HR System Review and CFRETS Review. ADM (HR-Mil) will systematically review and monitor HR policies and programs to ensure that the CF remains a career of choice for all Canadians. The modernization will include the re-engineering of training and education systems and other HR service functions, the realignment of workloads and further enhancement of its strategic analysis and co-ordination capability. It will, operating under the oversight of the Professional Development Oversight Committee (PDOC), advance those initiatives related to both officer and NCM Professional Development.

7. **Military Personnel Priorities.** The following direction is provided:

  a. **General Military Establishment Adjustment Limitation**. Major establishment changes, driven by past budgetary imperatives, have been realized. It is now important to ensure stability from year to year, due to the deleterious effect that sudden establishment changes have on military personnel. Therefore, annual adjustments to CF establishments will be limited to plus or minus one percent (+/- 1%), unless otherwise approved by the VCDS. In addition, in order to preserve MOC rotation ratios, military position conversions will not be done without proper MOS Review analysis;

  b. **Establishment Changes.** Establishment Changes (ECs) submitted to adjust military regular force positions during Fiscal Year 2002-2003 must be received by DFPPC no later than **30 September 2001**. EC submissions later than this date will normally be approved for not earlier than APS 2003. VCDS is responsible for monitoring and controlling Regular Force Military establishment adjustments, including but not limited to Officer-to-NCM ratios, changes to critical MOCs and overall total establishment.

c. **Assignment of Manning Priorities**. Manning priorities are assigned to entities having a Departmental Identification (Dept ID). For the purpose of manning priorities, detachments have the same manning priority as the parent unit. Commanders are responsible to man detachments at the required level to accomplish the mission from within their parent unit's manning. Detachments located outside of Canada may have a different manning priority than those of their parent unit.

d. **Military Human Resource Distribution Priorities.** The DM and CDS direction to balance current and future operational effectiveness has resulted in significant changes to what were previously called VCDS Manning Priorities. These priorities are expressed as a minimum percentage of the military establishment that shall be filled by ADM(HR-Mil) in conjunction with the Managing Authorities, as follows:

Table 4-1 – Military Human Resource Distribution Priorities

Priority	Description	Manning %
1	**Deployed forces, international commitments outside Canada and selected high readiness units (as described below).** This includes all units and elements, including exchange and liaison positions outside Canada. High readiness units include SAR squadrons, one naval vessel on each coast designated as ready duty ship, JTF 2, the DART, 8 ACCS Trenton, the CFNBC, units and elements assigned to the IRF(L) battalion group, and the SNFL.	100%
2	**Critical sustaining and change activities**. These activities are fundamental to enhancing future operational effectiveness and distinctive competencies while sustaining the current operational tempo. This includes ADM(Pol), the NDHQ J staff, DGSP, NIS, CFNCIU, the PMOs of major crown projects in development or implementation, the JSG HQ, the CF Joint Operations Group, CFRGHQ, recruiting centres, DGMHRPP and DGPA. This also includes the environmental concept and doctrine centres such as CFMWC and CFEC.	98%
3	**Education, training and career management**. In order to sustain and renew the skills and knowledge base as the critical mass of expertise declines, education and training have a priority above that of uncommitted operational units. It includes, in particular, established colleges, schools such as those subordinate to CFSTG, LFDTS, 1 CAD and fleet schools. Regular Force support to Cadet and Junior Ranger programs also fall into this category.	96%
4	**Operational units**. It includes all army regular field force combat, combat support and combat service support units, all naval combatant ships, AORs and submarines and airforce fighter, maritime patrol, maritime and tactical helicopter, and transport squadrons.	92%
5	**Support to reserves.** This includes all Regular Force positions found within Reserve units supporting their leadership, training, support or administration.	90%
6	**All other positions**. This includes all other units and elements not described above, including bases and headquarters.	85%

e. **CF Assignment System** – Level 1 Advisors shall identify and prioritize their overall manning requirements and their requirements for educational programs based on their known and projected operational and business plans and the CF Human Resource distribution priorities as found in Table 4-1. This information is to be submitted to the Director General Military Careers (DGMC) by August 31. Senior Managers should be aware that incremental requirements identified after the allocation of funds will have to be absorbed by the appropriate project or activity.

DGMC site:
http://hr.dwan.dnd.ca/DGMC/engraph/index_e.asp
CF Assignment System:
http://hr.dwan.dnd.ca/DGMC/cfas/engraph/cfas_e.asp

f. **ATLs** –ADM (HR-Mil) will progress the departmental initiative to increase the number of ATL positions to address the significantly increased demand, and will propose annual increases for PMB approval, based on supply and demand factors.

g. **CF Superannuation Act (CFSA) Review Project – Reserve Force Pension** – Level 1s will participate in the project by providing advice and guidance and by providing input directly or through their representatives to the Canadian Forces Pension Advisory Committee. Completion is slated for 2004.

English: http://hr.dwan.dnd.ca/dgcb/engraph/home_e.asp
French: http://hr.dwan.dnd.ca/dgcb/frgraph/home_f.asp

h. **Develop Project Status Report (PSR) and Production Requirements** – DMHRR will co-ordinate all production figures on behalf of the CF. Level 1 inputs are to be staffed to DMHRR for consolidation. Returns are due by 15 Apr and 15 Sep. DMHRR will publish the Project Status Report by 1 May and update it by 1 Oct. The PSR can be found at: http://hr.dwan.dnd.ca/dmhrr/engraph/library/psr_e.asp

8. **Military Occupation Structure (MOS) Review II – Implementation.** The MOS Review II study identified the numbers, by occupation and rank, required to meet Defence's operational requirements. These Regular Force accountable positions have been coded as "core", while positions not required for operational commitments have been coded "non-core". In addition, all positions have been operationally baseline coded and this data has been uploaded to the enterprise HRMS. These codes have specific rules that have been promulgated through the O&E management process. Offsets may be required for deletion of certain coded positions (refer to the *Position Management Process Glossary* publication for more details).

9. The MOS Review II also identified certain occupations as having an insufficient number of positions to meet operational requirements. These occupations have been "frozen" and system and business rules developed within the enterprise HRMS to ensure that establishment changes are not approved that would cause further deterioration to the well being of these occupations.

10. MOS Review II data complements existing Military Human Resource Distribution Priorities. To help meet operational requirements, the two tools will provide more precise measure and control mechanisms. In effect, Commanders and Managers at all levels, and career managers, will be able to determine both the overall manning priority of a unit as well as the relative importance of each position.

11. With MOS Review II data embedded in the enterprise HRMS, periodic review and analysis will be required to accurately maintain the data and to determine its impact on both current CF manning priority assignments, and the actual manning of positions. Level 1s will participate in the MOSART Tier 2 implementation process for individual Primary Career Fields. Additional information is available at: http://hr.dwan.dnd.ca/mosart/

403. STRATEGIC HUMAN RESOURCES MANAGEMENT - CIVILIAN

1. **Human Resources – Civilian Guidance.** During the 1990s, a number of factors and events played an important part in influencing the manner in which we now approach civilian HR strategic planning, policy and program efforts, as well as human resources management practices. Program Review altered the make-up of the civilian population and hampered our ability to effectively deliver HR service, manage our workload, recruit and retain employees. Changing labour market trends, globalization and increased competition for the "knowledge worker" also impacted the Public Service's ability to react.

2. Following in the footsteps of various PS 2000 reports, the PCO-led "La Relève" initiative began to effectively address the uphill battle of public service renewal and rejuvenation by initiating a number of new initiatives, such as the Accelerated Executive Development Program (AEXDP), the collective management regime for ADMs, the redesign of the Management Trainee Program (MTP) and Career Assignment Program (CAP) to align them with executive leadership competencies. Over the last two years, a number of significant activities have continued to build upon these earlier efforts, helping to set the tone for current and future DND thinking on strategic HR planning activities:

a. The priorities of 1999 and 2001 Speeches from the Throne involving the building of a world class Canadian information infrastructure (Government On-Line) available to all Canadians, the promotion of diversity in society and the workplace and the need for measures to attract the "knowledge worker" to the Public Service. Also, the 2001 Speech's renewal of the Government's commitment to protection and promotion of Canada's two official languages;

b. The PCO Clerk's emphasis on the Government's commitment to embracing diversity in the workplace, and his creation of three sub-committees of deputy ministers (under the Committee of Senior Officials (COSO)) to deal with recruitment and retention, workplace well-being and learning and development, with their reports outlining a large number of proposals that will influence the Government HR agenda for years to come;

c. The Report of the Task Force on Visible Minorities (Perinbaum Report), which promulgated several dozen recommendations including a mandatory 1 in 5 hiring ratio of visible minorities against all new staffing;

d. The primary output of the Task Forces on an inclusive Public Service, which was a "diversity diagnostic tool" that can be used in attempting to influence behavioural change with respect of diversity;

e. A Joint Task Force on union-management relations in the Public Service, led by Mr. John Fryer, that will report its findings to TB in early 2001, with the expectation of important, perhaps radical recommendations that will impact on union-management relations and existing Public Service Staff Relations (PSSR) legislation;

f. UCS Reform – the redesign of public service classification standards into one standard for all, with its emphasis on equal pay for work of equal value; and

g. The 2001 "Future Directions Forum" reports of four TBSAC department working groups, outlining a "vision" for the future of the Public Service by 2010.

3. Against this backdrop of change and influence, we must also consider that DND public servants are governed under an HR framework that encompasses broad Public Service-wide legislation, policies and programs, rendering HR management complex and unwieldy; they include the Public Service Staff Relations Act (PSSRA), Public Service Employment Act (PSEA) and Public Service Employment Regulations (PSER), Public Service Superannuation Act (PSSA), Canada Labour Code (CLC), Privacy Act, Official Languages (OL) and Employment Equity (EE) Acts, Financial Administration Act (FAA), Canadian Human Rights Act (CHRA), several dozen collective agreements, terms and conditions of employment, central agency policies and so on. The HR arena also features a complex governance structure with several players such as the Treasury Board Secretariat (TBS), Public Service Commission (PSC), Privy Council Office (PCO), Canadian Centre for Management Development (CCMD), The Leadership Network (TLN), Public Service Staff Relations Board (PSSRB), Canadian Human Rights Commission (CHRC) and so on, influencing the outcomes of HR management in Departments.

4. A primary challenge to HR (Civ) is the appropriate consideration of all of these factors in attempting to understand the establishment and ongoing evolution of strategic HR direction in the public service and in carving out its own strategic orientation. This challenge must be met by achieving an appropriate balance between strategic HR priorities of the Government, PCO Clerk and central agencies and those of the *DP 01* and *Strategy 2020*. An additional consideration is inclusion of its strategic orientation under the umbrella of the Modern Management Action Plan (2000-05) framework, recently developed by the MMEC.

5. ADM (HR-Civ) is in the process of developing a comprehensive human resources strategy that will assist Senior Managers in the effective management of their civilian employees. This strategy addresses 5 of the 6 elements of the HR pillar of the DND Modern Management Action Plan, including: HR systems reform, recruitment, professional development, retention and well-being, and consultations and communications. Each element includes a number of sub-elements that are meant to coincide with the strategic and program thrusts of the previously mentioned factors and influences, and they complement the spirit and intent of the *Strategy 2020* objectives. The ADM (HR-Civ) strategy will also be adapted to take into account the results of the HRM Capacity Check, organizational review and benchmarking studies that are currently under way.

6. Several initiatives based on the civilian HR strategy have already been developed. The issues raised by the COSO subcommittee on learning and development will be addressed by the Director General of Learning and Professional Development (DGLPD).

This organization, in consultation with DND managers, employees and partners, has developed a departmental learning framework and a governance structure that will enable DND to promote a continuous learning culture in recognition of the need for the workforce to remain skilled and current. The establishment of a civilian learning and career centre network and scholarships for DND civilians are only some of the strategic supports and key enablers that will help realize the vision of DND as a learning organization. The competency-based management framework will help with the identification of individual learning needs.

7. A number of recommendations by the subcommittee on workplace well-being have been addressed by the current employability strategy. This strategy identifies the skills that departing employees will need to be employable outside the Public Service, and the skills required to meet future organizational needs for those who are staying. The Future Skills Study identified skills that would be required by the administrative support and operational categories in the next five years. Also, a harmonized harassment policy will call for an innovative learning approach to reach the entire civilian and military workforce.

8. The subcommittee on recruitment recommends that each department become an employer of consideration by carrying out solid HR planning to address their business needs, by ensuring that hiring managers and HR specialists take personal responsibility for making progress in hiring designated group members, and by developing recruitment programs, policies and strategies tailored to meet targeted needs. The results of the Spring 2001 civilian demographic census, the Employment Systems Review (ESR) and an updated Work Force Analysis will enable the Department to develop and implement a new three-year employment equity plan which will allow DND to develop long-term planning goals. The Department has effected several of these recommendations by developing a values-based staffing approach, by developing the EX Feeder Group initiative to rejuvenate the civilian leadership and by supporting several recruitment and development programs such as the Management Trainee Program (MTP), Career Assignment Program (CAP), PG Development Program, PE Development Program, CS Bridging Program, the Policy Internship Program and the Financial Officer Recruitment and Development (FORD) Program.

9. All Senior Managers are expected to play a pivotal role in the support of the departmental civilian HR strategy if the Department is to maintain a robust program and ensure operationally effective forces into the future. Investments made by DND in our people and on HR programs will further our efforts to meet the Defence tasks and change objectives.

404. HUMAN RESOURCES

1. The following are common Human Resource related tasks to be executed across the Department by applicable Level 1s. It also notes those specific responsibilities assigned to ADM (HR-Mil) and ADM (HR-Civ), particularly as they relate to monitoring oversight and other governance related functions:

a. **Human Rights Responsibilities** – Commanders and Civilian leaders at all levels are required to understand their responsibilities under the Canadian Human Rights Act (CHRA) and the potential exposure of the CF and the Department if the CHRA is contravened. The potential for organizational liability will decrease and individual liability will increase in day-to-day dealings with members.

b. **Harassment Awareness Training** - Level 1s are to ensure all CF members and civilian employees take the one-day Harassment Awareness Training Session. Level 1s will assume these training costs.

c. **Prepare Employment Equity Plan and Monitor Employment Equity Progress**:

(1) ADM (HR-Mil) will prepare/update a CF Employment Equity plan to address the CF's unique operational climate and requirements and monitor its implementation. Level 1s will submit their Employment Equity action plans and/or updates, and prepare annual progress reports to be forwarded to ADM (HR-Mil) by 30 Jan.

(2) ADM (HR-Civ) will prepare an Employment Equity Plan by Apr 02 and monitor Employment Equity progress. Level 1s are responsible for updating their three-year (2001-2004) civilian Employment Equity plan based on the results of the civilian workforce analysis and the Employment Systems Review. Level 1s are responsible for preparing an annual progress report on previous Employment Equity plans and forwarding it ADM (HR-Civ) by 30 Jan.

d. **Consolidated Human Resource (HR) Co-ordination.** The *Strategic Human Resource Planning Guidance* (SHRPG) will no longer be published. In its place, HR requirements will be staffed by HR Group OPIs to Level 1 Advisors through other mechanisms such as call letters.

e. **Learning Organization** - In consonance with the relevant departmental goals, all Level 1s are expected to place increased emphasis on providing the tools and procedures supportive of the transition to a learning organization, and to support self-development and continuous learning activities. This includes the establishment of local direction and the provision of resources to enable dedicated and individual study in the workplace.

f. **Learning and Career Centre Networks** - The support of Level 1s and their input as to the nature and scope of services to be offered by each Learning Centre will be critical to ensure the successful implementation of these centres. Level 1s are to report learning activities and investments associated with civilian learning initiatives once the PeopleSoft Training module is implemented. Level 1s will support and promote corporate learning initiatives and developmental programs and will assist the development of civilian employees in order to promote a continuous learning culture within the Department. Level 1s are encouraged to support requests from non-statutory candidates who wish to enhance their linguistic abilities in English or French. Under arrangements to be specified in a separate ADM (HR-Civ) call letter, Level 1s are to identify specific learning initiatives, developmental projects and the associated activities and costs. This will include provision of reports to ADM (HR-Civ) on project outcomes and expenditures.

g. **Civilian Staffing and Workforce Adjustment** – Level 1s are to execute the following actions with respect to civilian staffing and workforce adjustments:

(1) provide ADM (HR-Civ) with general information on recruitment initiatives and reduction plans impacting on civilian employees;

(2) request the Minister's concurrence for any reduction activities that affect ten or more indeterminate civilian employees or which may be considered to be sensitive;

(3) request the Deputy Minister's approval of any decisions to not give affected employees the guarantee of a Reasonable Job Offer; and

(4) implement Vacancy Management Frameworks, which ensure that decisions to staff a position are taken collectively and only after a strategic analysis of HR needs.

If it is decided to fill a position, staffing decisions must take into consideration civilian employees with priority status. Further information and policy direction can be found on the DCEP web site at: http://hr.d-ndhq.dnd.ca/admhrciv/dgchrsd/dcep

h. **Universal Classification System** – Post-conversion UCS-related costs must be planned through the normal budgetary and business planning processes. SWE costing must include committees as well as the costs associated with the writing, revision and evaluation of work descriptions.

i. **Public Service Employee Survey** - Level 1s will support ADM (HR-Civ) in the distribution and promotion of the 2002 Public Service Employee Survey.

405. RESOURCE ALLOCATION PRIORITIES

1. **General.** Two essential precursors to strategic resource planning are deciding upon the organizational priorities to be achieved over the planning period and then providing the appropriate resources to each of these programs and activities. For *Defence Plan 2001*, allocations will continue to reflect the Defence Services Program (DSP), which is divided into four basic components – Operating Budgets, National Procurement (NP), Capital, and Military Human Resources. The purpose of this section is to guide the allocation of resources within each component of the DSP, in keeping with departmental plans and priorities. This includes guidance on environmental protection and information management.

2. **Operating Budgets.** Each Level 1 Advisor and Special Entity is provided with an operating budget to generate, support and maintain forces required for operations. While the allocation of operating budgets is a departmental decision, senior managers are responsible for establishing operating budget priorities and monitoring mechanisms to meet their assigned tasks and initiatives. Operating Budget allocations are provided in **Chapter 6 – Allocations, Resources and Affordability**.

406. NATIONAL PROCUREMENT

1. Level 1 Advisors shall, in conjunction with ADM (Mat), prioritize their requirements against their apportionment of the NP program, to align expenditures with available funding and business plans. Level 1 Advisors can change approved NP requirements, subject to the concurrence of the Level 1 Advisor's ADM (Mat) service provider organization.

2. The following points should be noted:

  a. The apportionments in Chapter 6 have been established in accordance with the NP priorities Table 4-2;

  b. In addition to the large common user (cross-environmental) apportionment provided to ADM (Mat) to plan and manage on behalf of the department, there are also common user elements within each L1 Advisor's apportionment; and

  c. The NP planning apportionment for CMS, CLS and CAS includes their respective environmental share of the COLOG and Ammunition/Sonobuoy programs.

3. L1 Advisors will be required to review their NP program from September to November 2001 for the Fiscal Year 2003-04. DFPPC will issue detailed coordinating instructions to Level 1 Advisors requesting their participation in the National Procurement Working Group to conduct the Fiscal Year 2003-04 National Procurement Review in accordance with the priorities. The result of this review will be the Fiscal Year 2003-04 NP apportionments.

4. These priorities shall be used by Level 1 Advisors in consultation with ADM(Mat) and appropriate staffs for NP planning and execution. These priorities are linked to readiness levels and expected operational tempo. It is not expected that any capability will be lost or become unavailable in any quantity for prolonged periods due to the application of these priorities.

5. NP priorities are designed to facilitate departmental NP resource levelling and the effective apportionment of scarce resources. The underlying principle is that of utility – the ability to serve multiple functions and critical roles in practice. Robust and combat-capable systems with wide operational applicability generally have higher utility than older, specialized systems with limited operational applicability. Vanguard elements generally have higher utility than main contingency forces. Where systems transcend multiple priority levels, a blended weighting should be used.

6. L1 Advisors and their organizations should be aware that this *Defence Plan 2001* NP prioritization table includes a new category for equipment earmarked for disposal. As a rule, NP funding resources will not be allocated for these systems, however funding may be required for the purpose of maintaining systems for disposal action.

Table 4-2 - National Procurement Priorities

Priority	Description	Funding %
1	**Deployed Operations and Selected High Readiness Forces**. This includes deployed elements and their support including related freight, movement, and strategic communications (including secure communications) activities. It also includes SAR (Labrador/Cormorant), NORAD daily interceptor operations by up to four CF 18s, JTF 2, the Disaster Assistance Response Team (DART), 8 ACCS Trenton, the CFRETS NBC Response Team, the Immediate Reaction Force (land) battalion group, ships and aircraft assigned to standing NATO forces, and the Computer Incident Response Team of CFIOG.	Not less than 95%
2	**Basic Necessities**. This includes basic airworthiness, roadworthiness and seaworthiness to include safety-specific systems and those capabilities required to remain compliant with relevant civil regulations. It includes non-operational and operational clothing, and common user core corporate computer applications and systems, regulatory activities including environmental clean-up, statutory payments and PWGSC revenue dependency.	Not less than 83%
3	**High Utility and Vanguard Capabilities.** This includes the capabilities required for the Defence scenarios, especially at the Vanguard level, domestic operations and daily training. These fleets are generally highly-capable, multi-purpose, and used frequently. Navy – HALIFAX Class Frigates, KINGSTON Class coastal/mine Defence vessels and tactical communications. Army – Coyote, LAV3, Grizzly, HLVW, LSVW, small arms, mine detection and earthmoving equipment, power generators, tactical communications. Air Force – Hercules, Griffon, Aurora, up to 12 CF-18s with PGMs, Sea King (HelAirDets) Joint – Joint Operations Group, Joint Support Group. High readiness rear link detachments.	Not less than 63%
4	**Training Systems**. This includes all simulators and training support equipment used in CF schools and at formation or unit level for individual and collective training in accordance with approved training standards. This includes the DASH 8, the CF 18 and the CT114 Tutor for air demonstration.	Not less than 60%
5	**Utility Capabilities**. These are capabilities of significant utility, but may have limitations due to either age or specialized role. They have not been used in international operations as frequently as priority 3 systems. Navy – harbour craft, torpedo recovery vessels, and PROTECTEUR Class vessels. Army – M113A2 APCS, Cougar, light artillery, MLVW, ILTIS, TUA and Eryx anti-armour weapon systems, and Javelin VLLAD air Defence. Air Force – Sea King (less those at priority 3), Airbus and Twin Otter	Not less than 57%
6	**Main Contingency Force Capabilities**. This includes capabilities which are normally deployed only as part of the main contingency forces and are not assigned a higher priority above, or are of a specialist role. The systems may have a significant lead time prior to deployment. Navy – IROQUOIS class ships and VICTORIA Class submarines Army – M109, Leopard Tank (including engineering variants) and LLAD Air Force – CF 18 (less those at priority 1, 3 or 4)	Not less than 55%
7	**Other Capabilities and Services.** This includes the VIP Challenger, T-33, Buffalo aircraft, BV 206 and all capabilities not included above.	Not less than 50%
8	**Equipment Earmarked for Disposal**. As a rule, NP funding resources will not be allocated for these systems, however funding may be required for the purpose of maintaining systems for disposal action.	0%

Note for ammunition: Steady state, transition, and in-theatre training ammunition requirements are funded from the NP account and administered by the Director Ammunition Program Management (DAPM). As chair of the Ammunition and Sonobuoy Management Board, DAPM will prioritize ammunition requirements, funded from NP, as part of the overall ammunition management process that was devolved from VCDS in February 1997.

407. THE CAPITAL PROGRAM

1. **Capital**. The Capital program includes:

   a. Miscellaneous requirements projects (also defined as minor capital projects) prosecuted with resources supplied from operating budgets. Senior managers assign planning and implementation priorities.

   b. Construction projects prosecuted with resources supplied from Level One Advisors' operating budgets and the construction capital corporate account managed by ADM(IE). ADM(IE) is leading the development of construction priorities in parallel with the RAME and RASP.

   c. Departmental planned and prioritized equipment and information management projects prosecuted with resources supplied from the capital equipment corporate account managed by ADM(Mat). Defence senior management assigns planning and implementation priorities.

   d. Level One Advisor planned and prioritized equipment and information management projects prosecuted with resources supplied from the capital equipment corporate account managed by ADM(Mat). Level One Advisors assign planning and implementation priorities limited only by the amount of apportionment from the corporate account.

2. The Department normally delivers Long Term Capital Plans (LTCPs) annually in the spring or early summer. These plans illustrate the scope and character of a defence capital program that will deliver the capabilities required to enhance and improve the Capability Programs. The LTCPs cover the overall capital program strategy, "other" capital as well as miscellaneous requirements and equipment (including IM/IT projects). The LTCP (Construction) will address the infrastructure strategy, including acquisitions and disposals and related capital construction projects.

3. LTCPs are developed in accordance with strategic guidance and priorities issued from the Defence Management Committee and direction from the Joint Capabilities Requirements Board. They provide for the continued implementation of approved projects, including the remaining portions of approved projects that are either 'gated' or 'phased' and require further departmental approvals. Level 1 Advisors, through their project directors and requirements staffs, provide comprehensive project information to the Capability Initiatives Database (CID). This web-based database is being expanded to include the full life cycle of capital projects as well as other departmental initiatives put in place to achieve the key result expectations.

4. L1 Advisors have long been required to assess and report on the impact that the introduction of new or life-extended systems will have on personnel, operation and maintenance costs including National Procurement. In the past, this has been problematic due to the lack of alignment between information systems and a common terminology. Improved use of information technology, as evidenced by the CID, has now made it possible to collect this vital information. Capability-based planning provides the common basis for comparison that allows the life cycle information to be analyzed in combination with the capital data. This has significantly improved the way in which the Department plans and prioritizes.

5. The introduction of capability-based planning has resulted in some changes to the LTCP(E) development process. In addition, with changes to the Government's Expenditure Management System the LTCP(E) will now primarily be an internal planning document. This has removed the requirement for formal submission of Level One Capital Plan (L1CPs). In the longer term, it is expected that Senior Managers will continue to prepare this type of plan as a management tool and to communicate their capital intentions to central staffs. It is envisaged that cross-functional teams called Joint Capability Assessment Teams (JCATs) will provide the majority of input and analysis necessary to integrate long term functional plans by aligning requirements and concepts with JCRB direction to establish capital priorities and spending emphasis. It is important to note that the role of the environmental L1 Advisors will in no way be diminished by the move to a cross-functional approach to managing functionality of equipment when it is delivered and will demonstrate continued prudent stewardship of scarce departmental resources. The first JCAT has been established and is being used as a pilot to more precisely determine how these teams will function and what steps are required to meet their information needs.

6. **Affordability**. The Capital program is still under significant pressure. For this planning period and until further notice, Senior Managers may not move funding out of the corporate capital program without the prior approval from PMB.

7. **Prioritization**. Defence senior management establishes priorities for the capital program using the tools developed by the strategic capabilities planning process. These priorities recognise a significant legacy program consisting of approved projects and approved-in-principle projects that have portions, phases or gates that still require funding approval, yet introduce a program of change leading to the development of future Defence capabilities. The following table outlines the capital equipment program to be pursued in the next planning period.

Table 4-3 – Capital Equipment Priorities

$K by Planned Demand:	Estimated Year of Start	Target Initial Operating Capability	ROM Project Total Cost ($K BY)	Note
Approved Projects (A&B)				
Maritime Helicopter Project (MHP)	Started	2005	2,897,400	
CF-18 Modernization, ECP 583	Started	Various	1,538,801	
Approved-In-Principle Projects:				1
M113 Life Extension	2001	2004	29,101	
Wheeled LAV Life Extension	2000	2003	189,254	
CF Command System (Formerly Joint C2 & Intelligence System)	2000	2003	52,165	
Defence Integrated Human Resource System	Started	Various	17,700	
Security & Military Police Information System	2001	2001	21,070	
Financial & Managerial Accounting System	2001	2001	3,310	2
Proposed Strategic Projects:				
Omnibus Aurora Incremental Modernization	Started	Various	617,200	3
Omnibus CF18 Incremental Modernization	Started	Various	312,155	3
Omnibus CANMILSATCOM	Started	Various	479,850	3
Omnibus Joint Space Project	Started	Various	599,557	3
Omnibus Clothe The Soldier	Started	Various	287,100	3
Afloat Logistics & Sealift Capability (ALSC)	2001	2007	1,620,000	4
Strategic Airlift Capability	2002	2005	1,600,000	4
Strategic Air-Air Refuelling Capability	2003	2006	149,000	4
Task Group C2 & Air Defence Capability Replacement (CADRE)	2003	2008	1,800,000	5
Enterprise Management System	2000	2002	20,500	
L1 Planned Non-Strategic Projects	Various	Various		
L1 Unplanned Non-Strategic Apportionment	Various	Various		6

Notes:

1 – The list of approved in principle projects include only those projects which have an implied obligation either to the Government or to industry.

2 – FMAS project total cost is for the next gate only.

3 – Omnibus projects each contain a number of sub-projects that will be implemented independently and are not interdependent. Project total cost reflects the total of all capital sub-projects remaining to be approved.

4 – These three projects will be developed during the period to address the *Strategy 2020* objective of global deployability.

5 – CADRE will be developed to replace the capability represented by IROQUOIS class destroyers.

6 – Notional apportionment less planned projects.

408. THE CONSTRUCTION PROGRAM

1. **Construction Priorities.** A common departmental approach for prioritizing major construction projects based on need and risk has been established, to enable corporate oversight and improved focus on priority realty asset work. The criteria and measures in the table that follows will be used by L1 Advisor realty asset managers in the selection of projects for inclusion in the Long Term Capital Plan – Construction (LTCP(C)) 2002. Criteria are not listed in order of importance; rather L1 Advisors will apply discretionary weighting factors against the elements and/or criteria to assess Project priorities. Ideally, projects should reflect the higher relative priorities in accordance with the prioritization

measures identified in the table. Submissions to the LTCP(C) will have key project selection criteria identified as to their order of magnitude contribution to prioritization.

Table 4-4 – Construction Priorities

Element	Criteria	Prioritization Measure
Mission support	Mission category	The facility supports mission more directly as reflected in its mission related category.
	Operational importance	The project is deemed to be more significant to operations.
Strategic goals	Realty Asset Strategic Plan (RASP)	The project directly supports RASP goals, objectives and targets (eg 10% reduction, QOL, quadrant analysis).
	Sustainable Development Strategy (SDS)	The project directly supports SDS realty asset goals, objectives & targets.
Deficiency correction	Statutory compliance	The replacement project corrects existing realty asset legal / policy deficiencies, especially health and safety items.
	Condition	The replacement project corrects existing realty asset physical condition deficiencies as measured in the condition index (CI).
	Suitability	The replacement project corrects existing realty asset functional requirement deficiencies as measured in the suitability index (SI).
Resources use	Cost effectiveness	The project business case analysis demonstrates cost savings relative to other options.
	Life cycle benefits	The project exhibits measurable life cycle benefits especially in operations and maintenance.

409. THE CORPORATE ENVIRONMENTAL PROGRAM

1. The Corporate Environmental Program (CEP) employs a risk management approach based on the priorities of: (1) Human Health, (2) Non-compliance with legislation, (3) Risk to the environment or non-compliance with Government policies, and (4) Restoration and/or enhancement of the environment. Information regarding the degree of confidence, level of uncertainties and affordability complements the determination of priorities (i.e. projects with a high degree of confidence and a low level of uncertainty that are affordable in the context of limited financial resources tend to receive a higher priority).

Table 4-5 – Corporate Environmental Program Priorities[1]

Priority	Description	Funding %[2] (to be confirmed by SEMC[3])
1	**Contaminated Sites** – Projects that support activities for those sites contaminated prior to 1992. Sites must be registered in the Contaminated Sites Database (Aladdin) to receive funding. Normally only National Classification System (NCS) class 1 type-sites will be considered as priority 1. This includes Phase 2 & 3 contaminated sites investigations and remediation of class 1 sites.	60-65%
2	**Hazardous Material Management** – Requirements driven by new federal legislation. Subjects include disposal of polychlorinated biphenyls (PCBs)'s, one time inventory of hazardous materials, and substitution of materials.	12.5% - 15%
3	**Emissions/Effluents Assessment** – One time assessment of all liquid and atmospheric effluents to comply with upcoming legislation/regulations/policies – examples include federal wastewater guidelines and Canada Wide Standards (CWS) for mercury (HG); Dioxins and Furans; and Nitrous Oxide (NOX).	12.5% - 15%
4	**Stewardship** – Eligibility criteria as outlined in the SDS 2000 targets.	5-10%
5	**Contaminated sites** – Includes Remediation of Class 2 & 3 contaminated sites (as per NCS rating system) and provision of management tools.	Special case only

Notes:

1. The Environmental Pressures study will confirm the process to be followed for FY 02/03 and beyond.
2. Funding % is defined as the percent of the total program allocated to each priority. However, based on the size of the funding envelope provided and the percentages, the funding may vary each year based on program requirements.
3. SEMC: Strategic Environmental Management Committee

410. THE INFORMATION MANAGEMENT PROGRAM

1. **Information management.** Information management is the functional component that orchestrates the computing, communication and information systems critical to the rapid development and dissemination of knowledge. Rapid advances in the collection, fusion and transmission of data are the engines of change in the current revolution in military affairs. DND/CF has recognized the substantial increase in the importance of information management by developing and promulgating the "Defence information management strategy."

2. Information management includes the people, training, processes, data, technology, hardware and software, procedures and systems used to support decision-making. Table 4-6 that follows articulates the six priority areas that derive from the IM strategy. Priority areas one and two focus on the installed IM infrastructure and associated capabilities to ensure that they are capable of responding to current requirements and provide a sufficient degree of protection for information. Priority areas three to five focus on addressing the change processes to ensure that our IM capabilities remain responsive to meet future and emerging requirements. Priority area six focuses on providing our people with the necessary enabling knowledge and skills they will require to succeed in the information age.

Table 4-6 - IM Priority Areas

Priority	Description
1	**Integrity of information management infrastructure**. Maintain the installed IM infrastructure (IMI) and its extensions, consisting of the networks; communications links; hardware; and software required nationally, in the support of DND business and CF domestic operations, and internationally to support CF deployed operations. The IM infrastructure, its extensions and components are to be sustained to a configuration-managed level that adequately, reliably and cost effectively supports the Defence mission, including interoperability and enterprise requirements. Sustaining the capability provided by the IMI and its extensions is vital to meet current requirements. This includes the DWAN; Defence Information Network (DIN); intranet/internet connectivity in support of electronic service delivery and National Defence On-Line (NDOL); various critical area and deployed networks; command & control systems; common IM applications; and supporting tools.
2	**Information protection (IP)/information superiority**. Protect information so that it can be accessed and shared in a secure manner such that the user is confident of its confidentiality, integrity, availability and source, and the originator is confident of its secure dissemination. This includes the renewal of the risk management based certification and accreditation (C&A) process; establishment of a proactive IP education, training and awareness program; evolution to a secure, dynamic architecture; and continued development of the IP operations element. Computer network Defence (CND) is critical to support the CF in gaining an operational information advantage, protecting information as a strategic resource and providing decision-makers at all levels with the information required to support their respective operational and enterprise requirements. It is also necessary to pursue the assessment, acquisition and deployment of capabilities to achieve information superiority for commanders in support of their missions and tasks.
3	**Enterprise architecture**. Develop, implement and maintain the business, operational and supporting security and technical architectures required across DND and the CF to provide the framework necessary for advancing IM, including the manner in which IM is to be progressively applied as an enabler in support of enterprise business and CF operational functions. Collectively, the architectural framework to which these architectures contribute, together with the associated standards, is essential for the effective acquisition, integration and management of systems within a framework of modernization. Included in this priority is the development, implementation and maintenance of the Defence enterprise architecture to provide clear direction for enabling IM to continue to meet enterprise and operational requirements for the present and into the future.
4	**Next generation of command and control**. Progress and implement advancements to the strategic and operational information and communication systems to be used across the enterprise and CF to plan, direct and monitor operations at the joint and combined level and support effective end-to-end management. This includes initiatives to advance strategic space and terrestrial communications; improved interoperability and joint capabilities; automated information integration to ensure commanders are provided with the information they will require; and contributions to combined initiatives with allies and OGDs.
5	**Enterprise management environment**. Progress and implement advances to functionality necessary to ensure that the enterprise is capable of effective resource management and planning. This includes the development of end-to-end integrated capabilities, supported by advances in financial management and accrual accounting; corporate resource management, materiel acquisition and support; supply and human resources management; security, training, and health information services; automated electronic information exchange, and an integrated approach to Defence management. This further comprises the applications and associated functionality required to enable the enterprise to effectively function with external agencies whose support is critical to meeting the operational and enterprise missions.
6	**IM education and training.** Provide our people with the appropriate education and skill sets to enable them to manage, implement, operate and sustain advanced IM systems. This requires consultation with ADM(HR–Mil) and ADM(HR–Civ) to ensure the human resource policies and support programs are provided in the most effective manner to meet the operational and enterprise missions. This is critical to assuring that when capabilities are delivered they are efficiently put into service and sustained throughout their life cycle.

411. ALTERNATIVE SERVICE DELIVERY

1. The DND ASD policy and program have been in place since 1995. The program was reviewed by the Auditor General and Chapter 27 on ASD was tabled to Parliament in the Fall of 1999. SCOPA hearings on ASD took place during the Winter of 2000 and recommendations were made regarding ASD in the SCOPA Tenth Report released in May of 2000. Given the observations and recommendations made in both reports and the experience in ASD activities thus far, it was considered appropriate to conduct a fundamental review of the program. An ASD Capacity Check was launched in the Fall of 2000 to assess the capabilities needed to deliver ASD within DND and to properly situate ASD within a strategic change perspective. A report prepared by a consulting firm is expected in early April 2001.

2. The results of the Capacity Check will guide the discussion for a new way ahead for ASD in the Department. This way ahead may involve some adjustment to the current ASD policy and framework, and will establish a more comprehensive implementation strategy. The discussion on ASD will further be framed by the new Treasury Board ASD policy framework under development. The intent is also to situate ASD in the broader context of continuous improvement in support of the Change Agenda.

3. The new way ahead for ASD is expected to be presented and approved at the June 2001 DMC meeting. Further guidance to Senior Managers on ASD endeavours will be provided after the DMC meeting.

412. CORPORATE RISK MANAGEMENT

1. The Treasury Board's Management Framework, *Results for Canadians,* is intended to guide improvements in the management of government departments, particularly the integration of modern comptrollership. Key to this process is the emphasis on risk management as central to well-managed government operations.

2. The Department of National Defence and the Canadian Forces has most of the components of a comprehensive risk management regime, due to the need to identify and mitigate risk on operations and in the planning, support and generation of operational forces. The departmental OPI for operational risk management is DCDS, supported by CMS, CLS and CAS as OCIs.

3. Defence business management practices contain many of the elements of modern risk management, and were improved by the introduction of results-oriented defence planning, supported by modern business planning practices. Strategic risk management in Defence is achieved primarily through the Defence Management System (DMS). Refinement of strategic risk management will be achieved through the Capability-Based Planning process. The Defence Strategic Risk Management framework will provide the parameters for further development. Management of strategic risk is the responsibility of VCDS as OPI, supported by all Senior Managers as OCIs.

4. Legal risk management is achieved through the Level 1 Advisors, who have overall responsibility to ensure that legal risk management procedures are put in place, providing for senior level accountability. Early identification of issues, collection of relevant data, appropriate referral and thorough follow-up are essential to effectively manage legal risk. The DND/CF Legal Advisor appoints a Legal Risk Management Coordinator, who forwards a monthly report to the departmental representatives, outlining major issues and

trends both within and outside DND/CF. In addition, a Legal Risk Management Committee regularly monitors DND/CF legal exposure.

413. FORCE PLANNING GUIDANCE

1. **General**. To ensure CF effectiveness today and into the future, Defence has adopted a capability planning approach that focuses on three conceptual horizons. Planning horizons allow the efforts of different groups to be focused on the most appropriate aspects of a problem.

  a. **Horizon 1** focuses on the enhancement and maintenance of our current capabilities. Outputs associated with this horizon include business plans, operations plans and budgets. It normally has one- to four-year view.

  b. **Horizon 2** focuses on enhancing or replacing current capabilities. Outputs include capability-building strategies with investment/capital plans detailing future budgets impacts. Horizon 2 has a 5- to 15-year view.

  c. **Horizon 3** focuses on acquiring new capabilities. The emphasis is on experimenting and exploring new ideas. Outputs include decisions to explore new concepts and options analysis. This horizon can have a 10- to 30-year view, depending on the nature of the capability and the degree of technological change involved.

2. While Horizon 1 is the primary focus of the annual Defence Plan, a DND/CF strategic capability planning process (SCP) has been developed to focus on the second and third planning horizons. The DND/CF SCP starts from the implications for military capability requirements provided by the Military Assessments, establishes common assumptions to be used by force development staffs in developing force structure, and crafts associated planning parameters. These include a Concept of Employment for the Canadian Forces, the Canadian Forces Joint Task List and DND/CF Capability Goals, and a standard set of force planning scenarios and a capability goal matrix.

3. **CF Concept of Employment.** The CF must to able to assess the need for, plan the deployment of, sustain and command (as required) deployed forces. This entails adequate, generic means to command and exploit information and intelligence at the military strategic level. At the operational level, capability requirements are more situation dependent. Consequently, Tactically Self-Sufficient Units (TSSUs) are considered the basic building block for CF commitments at home and abroad. Current examples of TSSUs in the NATO context included the Service elements of the Vanguard force. Furthermore, TSSUs such as the Immediate Reaction Force (IRF) Land must be capable of integrating into a Combined Force package as a "task-tailored" component. Therefore, TSSUs must also be modular, adaptable and interoperable with other national and international forces likely to be involved in joint and/or operations.

4. **Canadian Joint Task List and DND/CF Capability Goals.** To ensure a common lexicon for the discussion of Canadian Forces capabilities, a Canadian Joint Task List (CJTL) has been developed from and linked to the Joint Task Lists of our major allies. The CJTL establishes a framework for describing and relating the types of capabilities that may be required, to greater or lesser degrees, by the CF. The Capability Goals Matrix at Table 4-7 provides an indication of the relative amount of capability that that CF seeks to achieve within the CJTL. High (H), Medium (M) and Low (L) capability goals are

designed to indicate the relative importance of different capability areas to the overarching Defence Mission as set by the Government of Canada. Clearly, the goals as depicted do not necessarily reflect the current level of capability in all capability areas. Indeed achieving the goals set within available resources is the central challenge of force development in DND/CF. Definitions for High, Medium and Low capability levels will be reflected in the forthcoming update to the *"Strategic Capability Planning for the Canadian Forces"*, which is available on the DDA website.

Table 4-7 – Capability Goals Matrix

Level	Command & Control		Operations			Sustain	Generate	Corp Strategy & Policy
	Command	Info & Intel	Conduct	Mobility	Protect			
Military Strategic	H	H	L	H	L	L	M	H
Operational (Domestic)	H	H	M	M	M	M	M	M
Operational (Int'l)	M	M	L	L	L	M	L	M
Tactical	M	M	M	M	M	M	M	H

5. **Force planning scenarios**. The set of eleven force planning scenarios provides the context in which CF capability requirements and force structure options will be assessed. They span the spectrum of conflict (see Figure 4-1 below) and describe operations representative of those anticipated by the CF. The scenarios will evolve as required to ensure they continue to reflect the strategic environment and Canada's Defence perspectives. A brief description of each scenario is contained in Table 4-8. More detailed descriptions of the scenarios are available from the OPI, Director General Strategic Planning/Director Defence Analysis (DGSP/DDA), or on the DDA Internet and Intranet sites. Capability, readiness, sustainability and deployability requirements will ultimately be derived from the analysis of FPS and Capability Programs/Defence Tasks.

Figure 4-1 – The Spectrum of Conflict

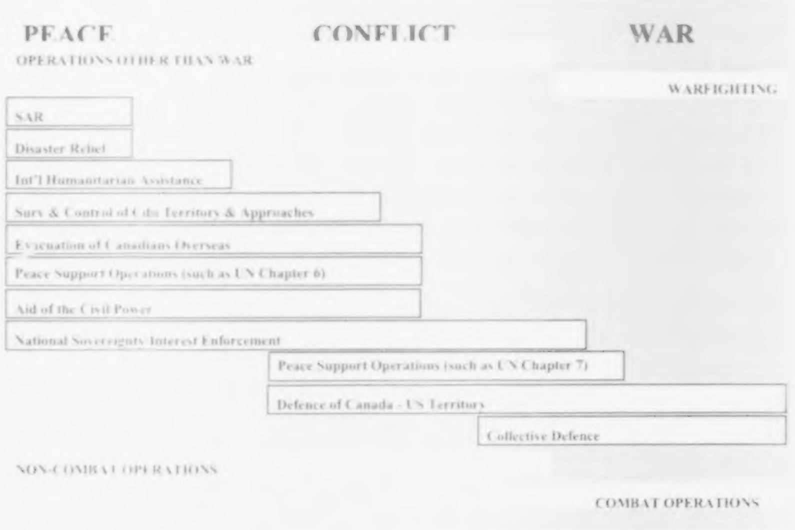

PEACE
CONFLICT
WAR
OPERATIONS OTHER THAN WAR
WARFIGHTING
SAR
Disaster Relief
Int'l Humanitarian Assistance
Surv & Control of Cdn Territory & Approaches
Evacuation of Canadians Overseas
Peace Support Operations (such as UN Chapter 6)
Aid of the Civil Power
National Sovereignty Interest Enforcement
Peace Support Operations (such as UN Chapter 7)
Defence of Canada - US Territory
Collective Defence
NON-COMBAT OPERATIONS
COMBAT OPERATIONS

Table 4-8 - Major Force Planning Scenarios

No.	Scenario	Summary
1	Search and Rescue in Canada	Sub-scenarios include rescue from a ship at sea, search and rescue of an overdue hunting party in the north, and the rescue of survivors from a major airliner downed in a remote area in the north.
2	Disaster Relief in Canada	Assist in the relief of human suffering and assist authorities to re-establish the local infrastructure after a major earthquake on the west coast of Canada.
3	International Humanitarian Assistance	As part of a UN operation, assist with the delivery of relief supplies to refugees amassed in a central African nation.
4	Surveillance\Control of Canadian Territory and Approaches	Assist other Government departments and law enforcement agencies in identifying, tracking and, if required, intercepting platforms suspected of carrying contraband goods or illegal immigrants before or after entering Canadian territory.
5	Protection and Evacuation of Canadians Overseas	Assist DFAIT, as part of a combined force, in the protection and evacuation of Canadian nationals in a foreign nation threatened by imminent conflict.
6	Peace Support Operations (Chapter 6) *	Participate as part of a UN peacekeeping force maintaining a cease-fire and assisting in the creation of a stable and secure environment where peace building can take place.
7	Aid of the Civil Power	Assist civil authorities in the establishment of law and order in an area where lawlessness has occurred as the result of disputes over the control of water rights in a time of severe drought.
8	National Sovereignty/ Interests Enforcement	Claiming extended jurisdiction under UNCLOS III, Canada has requested the cessation of seabed exploitation operations by a foreign nation. The CF will assist OGDs in the enforcement of Canadian claims.
9	Peace Support Operations (Chapter 7) *	At the request of a foreign nation, as part of a UN coalition, the CF will participate in operations to restore pre-conflict boundaries and return control of an occupied area to the control of the rightful country.
10	Defence of Canada/US Territory	In co-operation with US forces, the CF will defend Canada/US territory against potential threats initiated by an emerging world power as a result of Canadian and American support for a foreign military operation.
11	Collective Defence	As part of a NATO force, the CF will attempt to deter and, if necessary, contain an attack on NATO territory and conduct restoration operations.

* Chapters refer to specific sections of the United Nations Charter

CHAPTER 5

THE CHANGE AGENDA – PROMOTING DEFENCE CAPABILITY FOR THE FUTURE

501. PLANS AND PRIORITIES –2001

1. If Defence is to successfully address the issues and challenges it is facing – from tempo and workload pressures, to the recruiting challenge, to how best to respond to the RMA and the changing nature of peace support operations – we must be selective and focused in what we do. Proceeding on all fronts simultaneously produces too much pressure on the staff and results in resource difficulties. However, this must also be balanced with the need for the Department and the Canadian Forces to culturally become more comfortable with change.

2. While the Change Objectives and goals in *Strategy 2020* will continue to set the long-term change agenda, it is also necessary to focus on the near-term environment. Planning decisions, which inevitably affect our people, our current and future capabilities, and how we position ourselves relative to partners and within government, thus need to be guided by a clear set of corporate priorities. DMC has deliberately set fewer priority areas for 2001 than in previous years. They are those deemed to be most critical to our future success and put forward our leadership's agreement on where we should focus our efforts. Certain areas of capability may require a reduction in order to facilitate investment in those with higher priority. Therefore, the five priority areas DMC has established to provide focus and coherence to the change agenda are:

a. putting people first;

b. optimizing capability;

c. maximizing management effectiveness;

d. fostering defence relations; and

e. supporting national priorities.

3. Based on these clear priorities we will set an achievable pace for our people. This will allow us to meet the demands of delivering on Canada's defence commitments while transforming and preparing the Canadian Forces for the future. To this end, we will continue to focus our time, energy and investments on what matters most.

4. We have made these same commitments in the *Report of Plans and Priorities 2001-2002 (RPP 01)* and will report our achievements against them.

5. Tables 5-1 and 5-2 link the five priority areas with the related *Strategy 2020* Change Objectives. Section 502 details the **key change initiatives** related to the annual corporate priorities and Section 503 details the remaining **ongoing change initiatives**. Where competition for resources occurs the former shall take priority over the latter.

502. KEY CHANGE INITIATIVES

1. Table 5-1 links the five priority areas with the annual corporate priorities for 2001 and indicates where these fit within the overall *Strategy 2020* Change Objectives.

Table 5-1 RPP Priority Areas, Annual Corporate Priorities and Strategy 2020 Change Objectives

RPP PRIORITY AREAS	ANNUAL CORPORATE PRIORITIES	RELATED STRATEGY 2020 CHANGE OBJECTIVES
1. Putting People First	• Strengthen DND/CF's capability to recruit, develop and retain people to satisfy critical institutional requirements - Improve recruiting and retention - Restructure military human resource governance - Reform health care • Transform DND/CF into a full learning organization • Invest in learning, leadership and professional development (OPD 2020)	Globally Deployable Career of Choice Decisive Leaders
2. Optimize force structure to meet capability requirements	• Significantly strengthen DND/CF's strategic mobility capability - Enhance strategic lift (air and sea) - Restructure the Army • Develop DND/CF's C2ISR capability to ensure we can operate effectively in the information age with our allies • Develop surveillance and communications technologies (i.e. space) to enhance Canada/US interoperability (joint space project, Polar Star, CF Command System)	Modernize Globally Deployable Interoperable
3. Maximize business management effectiveness	• Redirect and reform investment focus to ensure future sustainability - Implement RASP (Infrastructure rust out) - Strengthen capital program (capital investment toward 23%) - Align strategic capability requirements to long term funding levels • Adopt and integrate modern management processes and practices to improve resource stewardship, decision making, and ability to manage change - Enhance IM strategy and governance - Implement FIS and modern comptrollership - Reform Procurement process - Implement Integrated Defence Management Framework - Performance Measurement Framework • Future Capability Planning	Modernize Resource Stewardship Innovative Path
4. Foster Canada's Defence Relationships	• Establish clear strategic, external partnerships to better position Defence to achieve national objectives - Strengthen strategic partnership with private sector - Broaden communications, openness and transparency	Strategic Partnerships
5. Contributing to national priorities	• Develop and implement targeted programs to respond to relevant GOC national priorities - Contribute to Protection of Critical Infrastructure - Implement Defence On-Line - Contribute to Environment sustainability	Modernize Strategic Partnerships Resource Stewardship

2. The following details the **key change initiatives** related to the annual corporate priorities, as determined by the Defence Management Committee on 01 March 2001.

1. Putting People First

1.1 Strengthen DND/CF's capability to recruit, develop and retain people to satisfy critical institutional requirements

1.1.1 Improve recruiting and retention

1.1.1.1 ADM(HR Mil) is to continue to develop a long term military recruitment and retention plan by:

- implementing the AFC/DMC-approved revised recruiting policies by Mar 02;
- developing subsidized educational/training programs for NCMs for presentation to DMC by Mar 02 and implement by Mar 03; and
- developing and implementing enhanced selection procedures by Mar 03

1.1.1.2.ADM(HR Civ) is to improve DND's ability to recruit, retain, develop, and manage the civilian workforce, and ensure that civilian HR management efforts, programs and resources are effective, efficient and aligned with, and in support of DND strategic goals and objectives by:

- implementing the HR Management Capacity Check Action Plan by Mar 03
- developing a three year Employment Equity Plan in coordination with Level Ones, that will include specific goals to ensure that the DND's workforce is representative of the Canadian population by Mar 04
- implementing a Competency-Based Management Framework for the Department by Mar 03
- implementing the Learning and Professional Development Framework by Mar 04;
- implementing a departmental leadership program by Mar 03; and
- establishing a Learning and Career Network to support the vision of DND as a learning organization by Mar 03.

1.1.2. Restructure Military HR governance

1.1.2.1 As a result of the Consulting and Audit Canada CFRETS Organizational Review Report January 2001, ADM(HR-Mil) is to implement a Master Implementation Plan, expected to be developed by Nov 01, to cease CFRETS HQ functions in 2002. This plan will also require the relocation of CFRG HQ to Ottawa, implementation of a new Canadian Defence University governance structure and reassignment of Managing Authority responsibilities for support occupations to appropriate Level Ones

1.1.3 Reform Health Care

1.1.3.1 ADM(HR Mil) will contribute to CF deployment capability by developing and implementing solutions to reported health care deficiencies, presenting RX 2000 to SRB by May 02 with implementation to be complete by Jan 06

1.2 Transform DND/CF into a full learning organization

1.2.1 Invest in learning, leadership and professional development (OPD 2020)

1.2.1.1 ADM(HR Mil) will, in co-ordination with other applicable Level Ones, advance the OPD 2020 initiatives under the oversight of the PDOC, which will report back to AFC by Oct 02

2. Optimize force structure to meet capability requirements

2.1 Significantly strengthen DND/CF's strategic mobility capability

2.1.1 Enhance Strategic lift (air and sea lift)

2.1.1.1 CMS shall submit the Afloat Logistics Sealift Capability Synopsis Sheet Effective Project Approval to PMB for approval by Jul 03. This target may be amended based on consideration of a proposal to "fast-track" the project

2.1.1.2 CAS shall submit the Strategic Airlift Synopsis Sheet Effective Project Approval to PMB for approval by Jul 02

2.1.2 Restructure the Army

2.1.2.1 CLS shall implement a transition plan to achieve a sustainable intermediate Army of Tomorrow structure for the year 2005, emphasizing medium weight, mechanized forces with enhanced command, support and ISTAR capability, which will lead to a more strategically useful Army. This will lay the groundwork for more fundamental Army Transformation in the Future Army (beyond 2011). It will also harmonize the approved Land Force Reserve Restructure (LFRR) Strategic Plan with the modernization of the Regular component.

2.1.3

2.1.3.1 DCDS is to generate a formed National Military Support Capability by Jun 03

2.2 Develop DND/CF's C2ISR capability to ensure we can operate effectively in the information age with our allies

2.2.1 Develop Surveillance and communications technologies (space etc) to enhance Canada/US interoperability (joint space project, polar star, CFCS)

2.2.1.1 Based on the follow-on to the Mason C2 Study and under the guidance of the JCRB, DCDS in co-operation with VCDS will develop for approval by Mar 03 an outline plan to realign the CF operational command structure for advanced-combat-capable forces' operations, and produce by Dec 04 a follow-on affordable command and control structure plan.

2.2.1.2 DCDS, in co-operation with VCDS and under the guidance of the JCRB, will identify by Oct 02 the foundation concepts, processes and command and control structure that would enable effective command of modern forces and facilitate interoperability of the products of such initiatives as ISR, Polar Star, CFCS and ISTAR.

2.2.1.3 CMS shall submit the Task Group Command and Control and Area Air Defence (CADRE) project Synopsis Sheet Preliminary Project Approval to PMB for approval by Mar 03. COE and SOR require prior approval by JCRB.

2.2.1.4 DCDS, in co-operation with VCDS and ADM(S&T), is to continue to achieve full operating capability of the Canadian Forces Experimentation Centre by Sep 03. The experimentation program is to build on the synergies of planned combined and collective training activities.

2.2.1.5 DCDS shall achieve departmental approval by Jul 02 of a plan to improve interoperability of our doctrine and procedures with those of our allies

2.2.1.6 DCDS supported by ADM (IM) is to develop by Dec 03 the architecture and content plan to provide on-line, joint doctrine to enable rapid transition of military forces to combined contingency operations with our principal allies

2.2.1.7 DCDS is to present a training plan for the expansion of the joint and combined exercise program to include all environments and exchanges with the US for international approval by Jun 02. The plan should also take advantage of opportunities for synergy with the joint experimentation program.

3. Maximize business management effectiveness

3.1 Redirect and reform investment focus to ensure future sustainability

3.1.1 Implement RASP (Infrastructure rust out)

3.1.1.1 ADM(IE) is responsible for co-ordinating, monitoring and reporting on the progress toward the overall target of a 10% reduction in departmental infrastructure holdings, in co-operation with the Level 1s holding realty assets, who are responsible for developing and implementing reduction plans by Mar 05.

3.1.2 Strengthen capital program (capital investment toward 23%)

3.1.2.1 VCDS shall conduct a focused, paced and innovative modernization program with a minimum of 21% of the Defence Services Program in capital by Mar 04, on the way to the *Strategy 2020* 23% target

3.1.2.2 VCDS, with ADM(Fin CS) and ADM(Mat), will conduct a review of Vote 1 and Vote 5 expenditures as they contribute to the capital portion of the DSP for presentation to DMC by Mar 02.

3.1.3 Align strategic capability requirements to long term funding levels

3.2 Adopt and integrate modern management processes and practices to improve resource stewardship, decision making, and ability to manage change

3.2.1 Enhance IM strategy and governance

3.2.1.1 ADM(IM) is to start the integration of departmental level enterprise management information systems by Sep 02. This integration is to use DND/CF Enterprise Architecture Framework leading to an integrated resource management capability

3.2.2 Implement FIS and modern comptrollership

3.2.2.1 ADM(Fin CS) is to continue to actively support the DND Modern Management Agenda by:

- pursuing the design and implementation of a Modern Comptrollership regime by FY04/05, which includes the integration of financial and operational information to improve decision making;
- the enhancement of functional support through the revitalization of finance functional chain in line with DM direction by end APS 02
- implementation of an enhanced financial community development framework by FY04/05;
- the further refinement and derivation of benefits of the FIS within DND by FY04/05.

3.2.3 Reform procurement process

3.2.3.1 ADM(Mat) is to execute the first stages of the implementation plan (developed during FY 01/02) for a 30% reduction in the capital acquisition cycle time between receipt of Preliminary Project Approval and achievement of Full Operational Capability. An initial progress report shall be made to DMC by Oct 02

3.2.4 Implement Integrated Defence Management Framework

- **Performance Measurement Framework**
- **Future Capability Planning**

3.2.4.1 VCDS, with input from other L1s, is to ensure the development of measurable end state descriptions for each of the *Strategy 2020* Change Objectives for DMC approval by Dec 01. Based on the approved end state descriptions, VCDS, with input from other L1s, is to develop appropriate PMF measurements for the Change Objectives for approval by DMC by Jun 02.

3.2.4.2 VCDS, with input from other L1s, is to further develop and refine PMF measurements for Defence Capabilities Tasks to be completed by Jun 02

3.2.4.3 VCDS is to complete the first implementation cycle of an improved management framework by Mar 03 to include:

- a capability-based framework incorporating all components of the Defence Management System including functional support areas;
- a new, more compressed, business planning process based on corporate priorities and resulting in a Defence Plan.
- a Web-design planning and management tool

3.2.4.4 ADM(Fin CS), assisted by VCDS, is to implement the financial model(s) to assist in resource prioritization/ allocation decisions (sustain and change agenda) by Mar 03.

4. Foster Canada's Defence Relationships

4.1 Establish clear strategic, external partnerships to better position Defence to achieve national objectives

4.1.1 Strengthen Strategic partnership with private sector

4.1.1.1 ADM(Mat) is to strengthen and continue to implement key domestic and international public and private sector alliances for the provision of end-to-end Materiel Acquisition and Support to lever defence capabilities. Initial progress report to DMC by Oct 02

4.1.2 Broaden communications, openness and transparency

5. Support national priorities

5.1 Develop and implement targeted programs to respond to relevant GOC national priorities

5.1.1 Contribute to Protection of Critical Infrastructure

5.1.1.1 ADM(IM), in evolving co-operation with CIP/EPC for domestic issues, shall develop an active information protection capability with full operational capability by Mar 03

5.1.1.2 Under guidance of the JCRB, the DCDS, in evolving co-operation with CIP/EPC for domestic issues, is to develop the CF component of the Critical Infrastructure Protection plan to include the force-employment structure, doctrine, and equipment concepts under which asymmetric-threat response forces would operate. The plan is to be presented for DMC approval by Dec 04.

5.1.2 Implement Defence On-Line

5.1.2.1 ADM(IM) will lead the overall National Defence On-Line (NDOL) Programme for implementation by Dec 04 by:

- providing policies and the non-secure and secure infrastructure to enable NDOL and define opportunities for inter-jurisdictional electronic service delivery (ie. seamless delivery of services among federal, provincial and municipal governments).
- in co-ordination with other level ones, identifying key Defence services that can take advantage of on-line service delivery, confirm and prioritize the key services, identify resource requirements, preparing implementation plans, and implementing the business transformations

5.1.3 Contribute to Environment sustainability

5.1.3.1 On completion of the environmental liability study expected to be briefed to DMC in Oct 01, ADM(IE) is to prepare a comprehensive departmental strategy to address the relevant issues. The plan is to be presented to DMC at a date as directed resulting from the Oct 01 presentation

503. ONGOING CHANGE INITIATIVES

1. Table 5-2 links the five priority areas with the ongoing change initiatives and indicates where these fit within the overall *Strategy 2020* Change Objectives.

Table 5-2 RPP Priority Areas, Ongoing Change Initiatives, and Strategy 2020 Change Objectives

RPP PRIORITY AREAS	ONGOING CHANGE INITIATIVES	RELATED STRATEGY 2020 CHANGE OBJECTIVES
1. Putting People First	Doctrine for selection, development and assessment of military leaders	Decisive Leaders
	Develop and implement MOSART	Career of Choice
	Flexible military career policies	
	Flexible civilian career policies	
	Military education strategy	
	Define battlespace of 21st century	
	Develop recruitment, selection and training strategies for battlespace of 21st century	
	Implement SCONDVA QOL recommendations	
	UCS	
2. Optimize force structure to meet capability requirements	Strat Air-to-Air Refueller PPA	Globally Deployable
3. Maximize business management effectiveness	Review impact of PMF and IDMF implementation	Innovative Path
	Prepare for Strategy 2025 review	
	Review Strategy 2020 implementation	
	IT&E Costing Model	Resource Stewardship
4. Foster Canada's Defence Relationships	Funding for TIS	Modernize
	External funding for TDP	Strategic Partnerships
	Establish CIP contacts	
	ASD	Resource Stewardship
5. Contributing to national priorities	Inter-departmental national security operations co-operation plan	Strategic Partnerships

2. The following details the **ongoing change initiatives** as determined by the Defence Management Committee on 01 March 2001.

1. Putting People First

1.3.0.1 ADM(HR Mil) is to define doctrine for the selection, development and assessment of military leaders at all levels for AFC approval by Mar 03 and to implement the AFC direction by Mar 04.

1.3.0.2 ADM(HR Mil) is to develop and implement a modernized, operational and cost-effective military occupational structure, including broader career fields (MOSART), on the following timelines:

- Option Analysis to AFC by May 01;
- Project Definition to AFC by Mar 02;
- Implementation to be complete by Mar 05

1.3.0.3 By Mar 05 ADM(HR Mil) is to further develop flexible career policies to meet changing defence operational requirements and allow personnel to better balance professional and personal objectives by:

- Pursuing Reg Force TOS, MOSART and RFEP projects
- Preparing for governmental approval those legislative and/or regulatory changes required for the implementation of major TOS and RFEP policy changes

1.3.0.4 ADM(HR-Civ) is to review or develop by Mar 04 the following policies to meet changing defence operational requirements, as well as changing work place imperatives, which will include policies/programs such as:

- Recruitment, staffing and employment equity policies
- Education, training and learning policies
- Workplace well-being policies

1.3.0.5 ADM (HR Mil) will develop & implement a military education strategy to establish a continuous learning environment by Mar 03. This will incorporate the defence university.

1.3.0.6 VCDS will coordinate and conduct a strategic-level symposium to address/define the likely CF 21st Century Battlespace force structure weapons/technical posture and operations doctrine by Oct 02.

1.3.0.7 ADM(HR Mil) will develop by Mar 04 new recruitment, selection and training strategies to ensure all CF members have the common knowledge and skills to operate in the battlespace of the 21st Century with the following phasing:

- Specify common knowledge and skills requirements in OGS and NCMGS for AFC approval by Mar 03.
- Develop new recruiting and selection standards and training program by Mar 04

1.3.0.8 ADM(HR Mil) is to complete the implementation of the SCONDVA QOL recommendations by Mar 04

1.3.0.9 With other Senior Managers, ADM(HR Civ) shall effect full implementation of the UCS as directed by government

2. Optimize force structure to meet capability requirements

2.3.0.1 CAS shall submit the Strategic Air-to-Air Refueller Synopsis Sheet Preliminary Project Approval to PMB for approval by Aug 04

3. Maximize business management effectiveness

3.3.0.1 VCDS, with CRS, is to review the impact of PMF and IDMF implementation on the collective strategic decision-making ability of the senior leadership team, and present to DMC a report and recommendations for any further initiatives which may be necessary by Dec 03;

3.3.0.2 VCDS is to conduct the Strategy 2025 review process by Sep 03 so that results can be incorporated into *Defence Plan* 04. For any new Change Objectives resulting from the Strategy 2025 review, the VCDS, with input from the appropriate L1 OPIs, is to ensure the development of measurable end state descriptions and PMF measures for DMC approval by Apr 04

3.3.0.3 VCDS, with input from CRS, is to validate the Change Agenda initiatives undertaken during the period Apr 00 to Mar 05 in support of the *Strategy 2020* Change Objectives. The results, with recommendations for the next 5-year period, are to be presented to DMC by Dec 05

3.3.0.4 ADM(HR-Mil), as the IT&E Departmental Authority, in consultation with ADM (Fin CS) and the Level 1s, is to develop an Individual Training and Education costing model that will facilitate the identification, tracking and reporting of costs related to the management and delivery of the IT&E activity. The model is to be completed by Sep 02 with implementation by all Level 1s by the Mar 04.

4. Foster Canada's Defence Relationships

4.2.0.1 ADM(S&T) is to develop a strategy to secure funding for R&D in order to progress full implementation of the Technology Investment Strategy

4.2.0.2 ADM(S&T) shall seek external funding to add a Canada/US collaboration element to the Technology Demonstration Program by Mar 03

4.2.0.3 ADM(IM), in conjunction with DCDS and ADM(Pol), is to establish formal interfaces/ relationships for inter-departmental, national-security operations co-operation with CIP/EPC and other select OGDs by Dec 04

4.2.0.4 VCDS will ensure that the revised direction and implementation strategy regarding the ASD policy and program arising out of the ASD Capacity Check, and any specific ASD follow-on initiatives in the Commands and NDHQ Groups such as Site Support Services Reviews, are effectively initiated, progress tracked and results reported to DMC by Mar 03

5. Support National Priorities

5.2.0.1 DCDS supported by ADM(Pol) is to develop a plan for inter-departmental, national-security operations co-operation with CIP/EPC and other select OGDs by Mar 03

ANNEX A – RESPONSIBILITY MATRIX

Key Change Initiatives	CMS	CLS	CAS	DCDS	CFNA	IM	HR-MIL	HR-CIV	MAT	S&T	IE	FIN CS	POL	VCDS	CRS
1. People															
1.1 Strengthen DND/CF's capability to recruit, develop and retain people to satisfy critical institutional requirements.															
1.1.1 Improve recruiting and retention															
1.1.1.1 Long term military recruitment and retention plan							OPI								
1.1.1.2 Long term civilian recruitment and retention plan								OPI							
1.1.2 Restructure military HR governance															
1.1.2.1 CFRETS MIP, DCU governance and MA reassignment							OPI								
1.1.3 Reform health care															
1.1.3.1 RX 2000							OPI								
1.2 Transform DND/CF into a full learning organization															
1.2.1 Invest in learning, leadership and professional development (OPD 2020)															
1.2.1.1 OPD 2020	OCI	OCI	OCI	OCI		OCI	OPI		OCI		OCI	OCI		OCI	
2. Optimize force structure to meet capability requirements															
2.1 Significantly strengthen DND/CF's strategic mobility capability															
2.1.1 Enhance Strategic lift (air and sea lift)															
2.1.1.1 ALSC EPA	OPI								OCI						
2.1.1.2 Strat Airlift EPA			OPI						OCI						
2.1.2 Restructure the Army															
2.1.2.1 Army of Tomorrow		OPI													
2.1.3															
2.1.3.1 NMSC				OPI					OCI						

Key Change Initiatives	CMS	CLS	CAS	DCDS	CFNA	IM	HR-MIL	HR-CIV	MAT	S&T	IE	FIN CS	POL	VCDS	CRS
2.2 Develop DND/CF's C2ISR cpability to ensure we can operate effectively in the information age with our allies															
2.2.1 Develop Surveillance and communications technologies (space etc) to enhance Canada/US interoperability (Joint space project, polar star, CFCS)															
2.2.1.1 CF Operational Command structure plan				**OPI**										**OCI**	
2.2.1.2 RMA Command and interoperability				**OPI**										**OCI**	
2.2.1.3 CADRE	**OPI**														
2.2.1.4 CF Experimentation Centre				**OPI**						**OCI**				**OCI**	
2.2.1.5 Plan for interoperability of doctrine and procedures				**OPI**											
2.2.1.6 Plan for on-line transition to combined contingency operations				**OPI**		**OCI**									
2.1.1.7 Plan for joint and combined exercises				**OPI**											
3. Maximize business management effectiveness															
3.1 Redirect and reform investment focus to ensure future sustainability															
3.1.1 Implement RASP															
3.1.1.1 Departmental infrastructure holdings 10% reduction	**OCI**	**OCI**	**OCI**		**OCI**	**OCI**	**OCI**		**OCI**	**OCI**	**OPI**	**OCI**			
3.1.2 Strengthen capital program (capital investment toward 23%)															
3.1.2.1 Apply 21% of DSP to capital									**OCI**					**OPI**	
3.1.2.2 Review of Vote 1 and 5 expenditures									**OCI**			**OCI**		**OPI**	
3.1.3 Align strategic capability requirement to long term funding levels															

Key Change Initiatives	CMS	CLS	CAS	DCDS	CFNA	IM	HR-MIL	HR-CIV	MAT	S&T	IE	FIN CS	POL	VCDS	CRS
3.2 Adopt and integrate modern management processes and practices to improve resource stewardship, decision making and ability to manage change															
3.2.1 Enhance IM strategy and governance															
3.2.1.1 Integration of department level enterprise mgt info systems						**OPI**									
3.2.2 Implement FIS and modern comptrollership															
3.2.2.1 Modern Management Agenda												**OPI**			
3.2.3 Reform procurement process															
3.2.3.1 Reduce capital acquisition cycle time by 30%									**OPI**						
3.2.4 Implement IDMF															
3.2.4.1 PMF for change objectives	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OPI**	**OCI**
3.2.4.2 PMF for defence tasks	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OPI**	**OCI**
3.2.4.3 Implement first IDMF cycle														**OPI**	
3.2.4.4 Financial Model												**OPI**		**OCI**	
4. Foster Canada's Defence Relationships															
4.1 Establish clear strategic, external partnerships to better position Defence to achieve national objectives															
4.1.1 Strengthen Strategic partnership with private sector															
4.1.1.1 Materiel Acquisition and Support alliances									**OPI**						
4.1.2 Broaden Communications, openness and transparency															
4.1.2.1															

Key Change Initiatives	CMS	CLS	CAS	DCDS	CFNA	IM	HR-MIL	HR-CIV	MAT	S&T	IE	FIN CS	POL	VCDS	CRS
5. Support national priorities															
5.1 Develop and implement targeted programs to respond to relevant GOC national priorities															
5.1.1 Contribute to Protection of Critical Infrastructure															
5.1.1.1 Active information protection capability						**OPI**									
5.1.1.2 CF component of CIP plan				**OPI**											
5.1.2 Implement Defence On-Line															
5.1.2.1 NDOL	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OPI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**
5.1.3 Contribute to Environment sustainability															
5.1.3.1 Departmental environmental strategy											**OPI**				

Ongoing Change Initiatives	CMS	CLS	CAS	DCDS	CFNA	IM	HR-MIL	HR-CIV	MAT	S&T	IE	FIN CS	POL	VCDS	CRS
1. People															
1.3.0.1 Doctrine for selection, development and assessment of military leaders							**OCI**								
1.3.0.2 Develop and implement MOSART							**OPI**								
1.3.0.3 Flexible military career policies							**OPI**								
1.3.0.4 Flexible civilian career policies								**OPI**							
1.3.0.5 Military education strategy							**OPI**								
1.3.0.6 Define battlespace of 21st century	**OCI**	**OCI**	**OCI**	**OCI**										**OPI**	
1.3.0.7 Develop recruitment, selection and training strategies for battlespace of 21st century							**OPI**								
1.3.0.8 Implement SCONDVA QOL recommendations							**OPI**								
1.3.0.9 UCS	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OCI**	**OPI**	**OCI**	**OCI**	**OCI**	**OCI**		**OCI**	**OCI**
2. Optimize force structure to meet capability requirements															
2.3.0.1 Strat Air-to-Air Refueller PPA			**OPI**												
3. Maximize business management effectiveness															
3.3.0.1 Review impact of PMF and IDMF implementation														**OPI**	
3.3.0.2 Prepare for Strategy 2025 review														**OPI**	
3.3.0.3 Review Strategy 2020 implementation														**OPI**	
3.3.0.4 IT&E Costing Model	**OCI**	**OCI**	**OCI**	**OCI**			**OPI**					**OCI**			
4. Foster Canada's Defence Relationships															
4.2.0.1 Funding for TIS										**OPI**					
4.2.0.2 External funding for TDP										**OPI**					
4.2.0.3 Establish CIP contacts				**OCI**		**OPI**							**OCI**		
4.2.0.4 ASD Program	**OCI**	**OCI**	**OCI**	**OCI**		**OCI**	**OCI**		**OCI**	**OCI**	**OCI**	**OCI**		**OPI**	

Ongoing Change Initiatives	CMS	CLS	CAS	DCDS	CFNA	IM	HR-MIL	HR-CIV	MAT	S&T	IE	FIN CS	POL	VCDS	CRS
5. Support national priorities															
5.2.0.1 Inter-departmental national security operations co-operation plan				**OPI**											

CHAPTER 6

ALLOCATIONS, RESOURCES AND AFFORDABILITY

601. DEFENCE SERVICE PROGRAM (DSP) OVERVIEW

1. Chapter 1 provided a macro view of the reference level funding expected from Government. This planning level is adjusted for departmental revenues and flow-through transfers. Where warranted, anticipated funding adjustments for Treasury Board-approved specific activities or initiatives have been included. For planning purposes, Table 6-1 outlines anticipated funding, which is used to form the pillar of the planned allocations to Senior Managers for the four-year horizon.

Table 6-1 –Planned and Anticipated Defence Funding

Defence Plan 2001 Department of National Defence Funding				
	2001/2002	**2002/2003**	**2003/2004**	**2004/2005**
$(BY Millions)	11,746	11,739	11,924	12,138

Note: These figures include revenue and anticipated recurring funding for pay comparability but excludes DFAA payments. For FY01/02 only, it also includes SUR and anticipated carry-forward.

2. The allocation of Defence resources reflects the management framework adopted following the MCCRT process and formalized in the DMS manual. Each Senior Manager is provided with an operating budget to generate, support or maintain the forces required for operations. In addition, some Senior Managers are tasked to manage corporate accounts on behalf of the Department to deliver specific results. Using appropriate priorities to guide decision-making (Tables in Chapter 4 Functional Program Accountabilities), senior management balances the resources required to meet the approved strategic direction. This balance is achieved by allocating appropriate resources to the following accounts:

a. **Operating Budgets** (Vote 1 only): Includes the sum of personnel (civilian SWE & Reserves/Rangers), as well as operations and maintenance directly controlled by Senior Managers in the execution of their assigned tasks and initiatives. Excludes devolved capital accounts;

b. **Corporate Accounts**: Includes such items as Military Training Assistance Program (MTAP), assigned departmental reserves and Grants & Contributions (G&C), Military Relocation Budget, Cadets, contributions to NATO, and NFTC. Excludes National Procurement, Military Human Resources and Capital Accounts;

c. **National Procurement**: Includes the acquisition of material and services required to sustain, but not significantly improve the performance, value or capability of equipment, services and systems;

d. **Military Human Resources**: Includes the military pay budget managed by ADM(HR-Mil). The allocation is determined annually based on the Effective Strength forecast. It is not adjusted for inflation, as any adjustments are funded separately by Treasury Board Secretariat;

e. **Capital**: Includes all Vote 5 capital expenditures, such as strategic capital equipment, corporate construction and other accounts provided to Senior Managers (ie: non-strategic equipment, miscellaneous requirements and minor construction). Acquisition includes the design, development, construction or purchase of capital assets, including capital leases. Improvements include any alterations or renovations that significantly increase the performance, value or capability of a capital asset or extend its useful or economic life by more than a year; and

f. **Statutory**: This includes the employer's contributions to pensions and other employee benefit plans.

3. The resource allocations (by pillar) for fiscal year 2001-2002 and planning figures for 2002-03, by Level 1 Advisor and Special Entity as of 2 April 2001, are outlined in Tables 6-2 and 6-3 below.

Table 6-2 –Defence Plan 2001 – FY 01/02 Planned Resource Allocations ($000 BY)

Level 1 Advisor Or Special Entity	*Operating Budgets (1)*	*Corporate Accounts*	*National Procurement*	*HR (2)*	*Capital (3)*	*Statu-tory*	*Total*
CMS	422,073	10	178,593	417,203	93,209		1,111,089
CLS	637,258	52,491	281,819	880,923	121,899		1,974,390
CAS	438,385	235,049	613,489	650,863	118,137		2,055,923
DCDS	68,713	17,822	15,799	135,719	10,743		248,795
CFNA	7,079			4,185	118		11,381
ADM(IM)	136,690		135,155	72,738	11,919		356,502
ADM(HR-Mil)	237,596	418,023		890,021	34,004		1,579,643
ADM(HR-Civ)	49,649	16,402			266		66,317
ADM(Mat)	140,884	5,000	182,281	97,374	1,429,408		1,854,947
ADM(S&T)	178,639			2,087	9,688		190,413
ADM(IE) (4)	123,338	63,866	25,075	3,399	124,721		340,398
ADM(Fin CS)	75,511	160,837		18,104	5,488		259,940
ADM(Pol)	6,379	16,125		2,950	662		26,116
VCDS	23,951	144,693		15,155	58,419		242,218
MND/DM AND CDS	2,735						2,735
CRS	6,556			961	245		7,763
DGPA	25,691			3,014	177		28,882
OMBUDSMAN	5,187				258		5,444
JAG	7,511	206		8,344	380		16,441
DND/CF LA	3,632	7,315					10,947
CMJ	685			936	53		1,673
Critical Infra/EPC	8,770	4,771			511		14,052
NSS	2,030	215			8,195		10,440
CSE	77,867				27,644		105,511
Corp Svcs (5)		240,168			40,000	897,695	1,177,863
Total (6)	2,686,807	1,382,992	1,432,211	3,203,977	2,096,141	897,695	11,699,824

Notes:

(1) Does not include devolved capital

(2) Apportionments are derived from approved establishments

(3) Includes capital from all sources, IAW definition

(4) Includes CFHA Operating Budget

(5) Corporate Services includes assigned departmental reserves and statutory payments

(6) The minor variance between funding and allocation consists of unassigned departmental reserves

Table 6-3 –Defence Plan 2001 – FY 02/03 Planned Resource Allocations ($000 BY)

Level 1 Advisor Or Special Entity	Operating Budgets (1)	Corporate Accounts	National Procurement	HR (2)	Capital (3)	Statutory	Total
CMS	428,930	10	205,121	417,203	115,833		1,167,096
CLS	622,175	53,048	298,137	879,396	164,983		2,017,738
CAS	436,932	234,140	613,587	637,228	140,955		2,062,842
DCDS	68,515	18,059	16,342	145,025	10,610		258,551
CFNA	7,277			4,185	103		11,565
ADM(IM)	138,949		136,076	70,220	10,368		355,612
ADM(HR-Mil)	202,013	415,671		894,858	30,640		1,543,182
ADM(HR-Civ)	43,018	16,402			180		59,600
ADM(Mat)	142,156	5,000	179,691	95,578	1,440,084		1,862,509
ADM(S&T)	169,544			2,087	9,704		181,334
ADM(IE) (4)	108,525	46,589	31,558	3,399	63,333		253,403
ADM(Fin CS)	57,868	162,885		18,104	5,030		243,887
ADM(Pol)	5,646	12,335		2,950	580		21,510
VCDS	23,686	146,436		15,215	65,763		251,100
MND/DM AND CDS	2,740						2,740
CRS	6,591			961	214		7,767
DGPA	15,871			3,014	305		19,189
OMBUDSMAN	5,213				261		5,475
JAG	7,601	209		8,344	333		16,487
DND/CF LA	3,641	7,424					11,065
CMJ	689			936	29		1,653
Critical Infra/EPC	8,832	4,830			447		14,109
NSS	2,043	215			8,195		10,453
CSE	80,178				28,037		108,215
Corp Svcs (5)		302,771			20,000	901,047	1,223,818
Total (6)	2,588,631	1,426,025	1,480,512	3,198,702	2,115,985	901,047	11,710,903

Notes:

(1) Does not include devolved capital
(2) Apportionments are derived from approved establishments
(3) Includes capital from all sources, IAW definition
(4) Includes CFHA Operating Budget
(5) Corporate Services includes assigned departmental reserves and statutory payments
(6) The minor variance between funding and allocation consists of unassigned departmental reserves

4. Annex B provides a 4-year detailed view of resource allocations by Senior Manager. The allocations were endorsed at the 1 March 2001 DMC. Level One Comptrollers can obtain full details on the budget adjustments from ADM(Fin CS) - Director Budget.

602. RESOURCE MANAGEMENT FRAMEWORK

1. In January 1999 a new fiscal framework was approved by PMB. This framework reflects the reality that each year there are unexpended funds as a result of project delays, account imbalances due to historical trends, overestimation, as well as a variety of external factors affecting revenue and timely expenditure. The unexpended funds are either re-allocated throughout the fiscal year or carried forward. This is not surplus capacity but rather represents the normal degree of spending variance in a large enterprise. Consequently, the DM has authorized over-programming the departmental budget by a Structural Unexpended Rate (SUR), which is calculated and approved annually based on a financial risk assessment. The SUR is applied to the upcoming Fiscal Year only ($150M for FY01/02).

2. This approach to departmental over-programming requires the cooperation of all senior managers. The Department will perform quarterly reviews of the allocations in the "expenditure framework" to ensure it does not breach its final appropriation. Managers will identify uncommitted/surplus funds quarterly during the fiscal year. These reviews will be aligned with external reporting processes as warranted. PMB reviews will occur shortly after 30 June, 30 September for mid-year, mid-December and after the end of each month in the fourth quarter. At each review, senior management will be presented with recommendations to re-align the DSP in order to ensure the total expenditure framework will be within the final appropriation.

3. **Investment Opportunities**. In recognition of the severe pressures on the Defence budget, DND received end-year funding from the Government in both FY 99/00 and FY 00/01. To ensure that any future year-end funding continues to be targeted against those investment opportunities with the greatest propensity to reduce pressure on the DSP, an Investment Opportunity Working Group (IOWG) has been formed by VCDS/DFPPC. Such preparatory work will allow DND to continue to select investment opportunities that will maximize the benefit to the Defence Services Program.

603. SENIOR MANAGER STRUCTURE

1. There are two categories of senior managers: Level One Advisors and Special Entities. Definitions for these categories follow.

2. **Level One Advisor:** Those senior managers who have direct accountability to the DM/CDS and for whom the DM/CDS exercise **full** authority to assign and adjust tasks, goals and resources. These managers in turn have Level 1 delegated financial signing authority as outlined in the *Delegation of Authorities for Financial Administration*.

3. **Special Entities**: Those senior managers who are responsible for effective resource stewardship, but have unique reporting and accountability relationships. (See Chapter 3 for detail.)

4. Annex A identifies the Senior Manager Structure for the Department.

ANNEX A – SENIOR MANAGER STRUCTURE

LEVEL ONE ADVISORS

Ser	Organization	Business Planner
1	Maritime Command	CMS
2	Land Force Command	CLS
3	Air Command	CAS
4	Deputy Chief Of Defence Staff Group	DCDS
5	Canadian Forces Northern Area	Comd CFNA
6	Information Management Group	ADM (IM)
7	Military Human Resource Management Group	ADM (HR-Mil)
8	Civilian Human Resource Management Group	ADM (HR-Civ)
9	Materiel Group	ADM (Mat)
10	Science And Technology Group	ADM (S&T)
11	Infrastructure And Environment Group	ADM (IE)
12	Finance And Corporate Services Group	ADM (Fin CS)
13	Policy Group	ADM (Pol)
14	Vice Chief of Defence Staff Group	VCDS
15	Chief of Review Services	CRS
16	Director General Public Affairs	DGPA

SPECIAL ENTITIES

Ser	Organization	Business Planner
1	Office of the DND/CF Ombudsman	DND/CF Ombudsman
2	Office of the Judge Advocate General	JAG
3	Office of the DND and CF Legal Advisor	DND/CF LA
4	Chief Military Judge	CMJ
5	Office of Critical Infrastructure Protection and Emergency Preparedness Canada	Associate DM
6	National SAR Secretariat	Executive Director
7	Communication Security Establishment	Chief CSE

ANNEX B – ALLOCATIONS AND RESOURCE PLANNING LEVELS

Table 6B-1 - CMS Operating Budget

DOLLAR RESOURCES CONTROLLED BY CMS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Local Funds				
PMB Net Planned Allocation	$420,155	$426,975	$427,067	$435,235
Revenue Plan	$1,918	$1,955	$1,955	$1,955
Vote 1 - Expenditure Plan	$422,073	$428,930	$429,022	$437,190
Vote 5 – Local Funds				
PMB Net Planned Allocation	$47,709	$53,333	$53,263	$54,926
Total Local Funds	**$469,783**	**$482,262**	**$482,285**	**$492,116**

Table 6B-2 - CMS Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO CMS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	8,899	8,899	8,875	8,875
Military Pay [ADM(HR-Mil)]	$417,203	$417,203	$416,078	$416,078
National Procurement [ADM(Mat)]	$178,593	$205,121	$174,925	$191,599
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]	$45,500	$62,500	$61,250	$62,169
Vote 10 – Corporate Funds				
Other G&C	$10	$10	$10	$10

Table 6B-3 - CLS Operating Budget

DOLLAR RESOURCES CONTROLLED BY CLS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Local Funds				
PMB Net Planned Allocation	$625,773	$610,471	$602,899	$610,573
Revenue Plan	$11,486	$11,704	$11,704	$11,704
Vote 1 - Expenditure Plan	$637,258	$622,175	$614,603	$622,276
Vote 5 – Local Funds				
PMB Net Planned Allocation	$90,899	$102,483	$104,449	$108,305
Total Local Funds	**$728,157**	**$724,657**	**$719,051**	**$730,581**

Table 6B-4 - CLS Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY CLS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Legacy FMT	$52,491	$53,048	$53,613	$54,186

Table 6B-5 - CLS Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO CLS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	20,194	20,159	20,143	20,143
Military Pay [ADM(HR-Mil)]	$880,923	$879,396	$878,698	$878,698
National Procurement [ADM(Mat)]	$281,819	$298,137	$389,738	$397,696
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]	$31,000	$62,500	$61,250	$62,169

- The Corporate Account for Reserve Apportioned Capital has been closed and $30M from the central reserves has been baselined in the CLS Operating Budget

Table 6B-6 – CAS Operating Budget

DOLLAR RESOURCES CONTROLLED BY CAS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Local Funds				
PMB Net Planned Allocation	$434,349	$432,761	$433,613	$438,174
Revenue Plan	$4,036	$4,171	$4,171	$4,171
Vote 1 – Expenditure Plan	$438,385	$436,932	$437,784	$442,345
Vote 5 – Local Funds				
PMB Net Planned Allocation	$80,779	$85,455	$87,258	$90,554
Total Local Funds	**$519,164**	**$522,387**	**$525,042**	**$532,899**

Table 6B-7 - CAS Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY CAS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Legacy FMT	$62,233	$63,268	$64,217	$65,181
NFTC	$169,574	$167,574	$118,064	$120,084
Vote 1 Total	$231,907	$230,842	$182,281	$185,265
Vote 10 - Corporate Funds				
Other G&C	$3,142	$3,298	$3,453	$1,137

Table 6B-8 - CAS Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO CAS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Corporate Funds				
Reg F Structure	13,127	12,852	12,810	12,810
Military Pay [ADM(HR-Mil)]	$650,863	$637,228	$635,145	$635,145
National Procurement [ADM(Mat)]	$613,489	$613,587	$653,145	$640,963
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]	$37,358	$55,500	$61,250	$62,169

Table 6B-9 - DCDS Operating Budget

DOLLAR RESOURCES CONTROLLED BY DCDS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$68,713	$68,515	$69,052	$69,110
Revenue Plan	$0	$0	$0	$0
Vote 1 - Expenditure Plan	$68,713	$68,515	$69,052	$69,110
Vote 5 - Local Funds				
PMB Net Planned Allocation	$5,743	$5,610	$5,770	$5,856
Total Local Funds	**$74,455**	**$74,125**	**$74,822**	**$74,967**

Table 6B-10 - DCDS Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY DCDS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
In-Theatre CF Operations	$9,790	$9,907	$10,026	$10,146
CF Weather Services	$8,031	$8,152	$8,274	$8,398
Vote 1 Total	$17,822	$18,059	$18,300	$18,544
Vote 5 – Corporate Funds				
DCDS UOR	$5,000	$5,000	$5,000	$5,000

Table 6B-11 - DCDS Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO DCDS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Corporate Funds				
- Reg F Structure	2,144	2,291	2,291	2,291
- Military Pay [ADM(HR-Mil)]	$135,719	$145,025	$145,025	$145,025
- National Procurement [ADM(Mat)]	$15,799	$16,342	$19,059	$19,057
Vote 5 – Corporate Funds				
- Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-12 - CFNA Operating Budget

DOLLAR RESOURCES CONTROLLED BY CFNA	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$7,079	$7,277	$7,496	$7,698
Revenue Plan	$0	$0	$0	$0
Vote 1 – Expenditure Plan	$7,079	$7,277	$7,496	$7,698
Vote 5 - Local Funds				
PMB Net Planned Allocation	$118	$103	$104	$106
Total Local Funds	**$7,196**	**$7,380**	**$7,601**	**$7,804**

Table 6B-13 - CFNA Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO CFNA	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	78	78	78	78
Military Pay [ADM(HR-Mil)]	$4,185	$4,185	$4,185	$4,185
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-14 - IM Operating Budget

DOLLAR RESOURCES CONTROLLED BY ADM (IM)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Local Funds				
PMB Net Planned Allocation	$136,620	$138,877	$140,497	$143,939
Revenue Plan	$70	$71	$71	$71
Vote 1 - Expenditure Plan	$136,690	$138,949	$140,568	$144,011
Vote 5 - Local Funds				
PMB Net Planned Allocation	$11,919	$10,368	$10,523	$10,681
Total Local Funds	**$148,609**	**$149,317**	**$151,091**	**$154,692**

Table 6B-15 - IM Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO ADM (IM)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
- Reg F Structure	1,473	1,422	1,398	1,398
- Military Pay [ADM(HR-Mil)]	$72,738	$70,220	$69,035	$69,035
- National Procurement [ADM(Mat)]	$135,155	$136,076	$142,898	$144,505
Vote 5 – Corporate Funds				
- Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-16 - HR-Mil Operating Budget

DOLLAR RESOURCES CONTROLLED BY ADM (HR-Mil)	Allocated FY 01-02	Planning Levels ($000 BY) FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
- PMB Net Planned Allocation	$234,601	$198,962	$200,388	$203,368
- Revenue Plan	$2,994	$3,051	$3,051	$3,051
Vote 1 – Expenditure Plan	$237,596	$202,013	$203,439	$206,419
Vote 5 - Local Funds				
- PMB Net Planned Allocation	$34,004	$30,640	$25,339	$26,087
Total Local Funds	**$271,600**	**$232,653**	**$228,778**	**$232,506**

Table 6B-17 - HR-Mil Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY ADM(HR-Mil)	Allocated FY 01-02	Planning Levels ($000 BY) FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Military Pay & Corporate FOA	$3,203,977	$3,198,702	$3,173,277	$3,148,402
Supplementary Ready Reserve	$549	$549	$549	$549
Relocation Program	$232,731	$233,771	$236,038	$239,467
Military Family Support Program	$17,287	$17,546	$17,809	$18,077
Corporate Primary Reserve	$9,779	$9,938	$10,101	$10,121
Personnel Support Program	$30,752	$31,214	$31,682	$32,157
Health Services	$121,086	$116,370	$123,563	$125,567
Human Rights Awards & Misc	$5,839	$6,283	$6,279	$6,733
Vote 1 Total	$3,622,000	$3,614,373	$3,599,298	$3,581,074
Vote 10 – Corporate Funds				
Other G&C	$0	$0	$0	$0

Table 6B-18 - HR-Mil Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO ADM(HR-Mil)	Allocated FY 01-02	Planning Levels ($000 BY) FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	3,927	3,950	3,950	3,950
Corporate Civilian Pay & Allowances	$16,402	$16,402	$16,402	$16,402
Military Pay [ADM(HR-Mil)]	$173,365	$174,381	$174,381	$174,381
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-19 - HR-Civ Operating Budget

DOLLAR RESOURCES CONTROLLED BY ADM (HR-Civ)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$49,649	$43,018	$39,617	$38,798
Vote 5 - Local Funds				
PMB Net Planned Allocation	$266	$180	$183	$186
Total Local Funds	**$49,915**	**$43,198**	**$39,800**	**$38,983**

Table 6B-20 – Mat Operating Budget

DOLLAR RESOURCES CONTROLLED BY ADM (Mat)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$140,876	$142,146	$141,404	$142,098
Revenue Plan	$8	$10	$10	$10
Vote 1 – Expenditure Plan	$140,884	$142,156	$141,414	$142,108
Vote 5 - Local Funds				
PMB Net Planned Allocation	$12,904	$9,097	$9,233	$9,372
Total Local Funds	**$153,787**	**$151,253**	**$150,648**	**$151,480**

Table 6B-21 - Mat Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY ADM (Mat)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
National Procurement	1,432,211	$1,480,512	$1,613,800	$1,637,998
Supply Chain Project	$5,000	$5,000	$0	$0
Vote 1 Total	$1,437,211	$1,485,512	$1,613,800	$1,637,998
Vote 5 – Corporate Funds				
Capital Equipment	$1,582,896	$1,671,522	$1,812,211	$1,969,378
Ammunition	$2,466	$2,466	$2,466	$2,466
Vote 5 Total	$1,585,362	$1,673,988	$1,814,677	$1,971,844

Table 6B-22 - Mat Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO ADM(Mat)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	1,680	1,649	1,649	1,649
Military Pay [ADM(HR-Mil)]	$97,374	$95,578	$95,578	$95,578
National Procurement [ADM(Mat)]	$182,281	$179,691	$199,419	$209,203
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-23 - S&T Operating Budget

DOLLAR RESOURCES CONTROLLED BY ADM (S&T)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$178,509	$169,414	$172,523	$172,274
Revenue Plan	$130	$130	$130	$130
Vote 1 – Expenditure Plan	$178,639	$169,544	$172,653	$172,404
Vote 5 - Local Funds				
PMB Net Planned Allocation	$9,688	$9,704	$11,095	$11,111
Total Local Funds	**$188,327**	**$179,248**	**$183,748**	**$183,515**

Table 6B-24 - S&T Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS ADM (S&T)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
- Reg F Structure TBD	36	36	36	36
- Military Pay [ADM(HR-Mil)]	$2,087	$2,087	$2,087	$2,087
Vote 5 – Corporate Funds				
- Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-25 - IE Operating Budget

DOLLAR RESOURCES CONTROLLED BY ADM (IE)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$21,181	$22,560	$22,771	$22,985
Revenue Plan	$0	$0	$0	$0
Vote 1 – Expenditure Plan	$21,181	$22,560	$22,771	$22,985
Vote 5 - Local Funds				
PMB Net Planned Allocation	$421	$669	$675	$682
Total Local Funds	**$21,602**	**$23,228**	**$23,446**	**$23,667**

Table 6B-26 - IE Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY ADM (IE)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Incremental Environmental Program	$24,321	$14,321	$4,321	$4,321
Infrastructure Decommissioning & RAME	$16,799	$11,019	$4,699	$1,509
Corporate Realty Asset Management	$17,365	$15,799	$16,036	$16,276
Vote 1 Total	$58,486	$41,139	$25,056	$22,107
Vote 5 – Corporate Funds				
Construction Program	$102,006	$39,831	$32,353	$28,101
Small Level 1 Construction Program	$19,200	$20,000	$20,000	$20,000
Vote 1 Total	$121,206	$59,831	$52,353	$48,101
Vote 10 – Corporate Funds				
Capital Assistance	$5,380	$5,450	$5,450	$5,450

Table 6B-27 - IE Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO ADM(IE)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
- Reg F Structure	48	48	48	48
- Military Pay [ADM(HR-Mil)]	$3,399	$3,399	$3,399	$3,399
- National Procurement [ADM(Mat)]	$25,075	$31,558	$34,478	$34,976
Vote 5 – Corporate Funds				
- Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-28 - CFHA Operating Budget

DOLLAR RESOURCES CONTROLLED BY CFHA	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Revenue Plan	-$88,069	-$88,618	-$88,618	-88,618
Vote 1 - Expenditure Plan	$102,157	$85,965	$85,965	$85,965
Vote 5 - Expenditure Plan	$3,094	$2,833	$2,843	$2,191
Total CFHA Expenditure Plan	**$105,251**	**$88,798**	**$88,808**	**$88,156**

Table 6B-29 - Fin CS Operating Budget

DOLLAR RESOURCES CONTROLLED BY ADM (Fin CS)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$71,957	$54,301	$54,655	$55,717
Revenue Plan	$3,554	$3,567	$3,567	$3,567
Vote 1 - Expenditure Plan	$75,511	$57,868	$58,222	$59,284
Vote 5 - Local Funds				
PMB Net Planned Allocation	$5,488	$5,030	$5,105	$5,182
Total Local Funds	**$80,999**	**$62,898**	**$63,327**	**$64,466**

Table 6B-30 - Fin CS Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY ADM (Fin CS)	Allocated	Planning Levels ($000 BY)		
	FY01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
POL & Misc. Recoverable	$30,428	$30,884	$31,347	$31,818
Vote 10 – Corporate Funds				
Grants To Individuals	$294	$294	$294	$295
NATO Infrastructure	$35,900	$37,800	$37,800	$37,800
NATO Military Budgets	$94,216	$93,907	$92,774	$92,774
Vote 10 Total	$130,409	$132,001	$130,868	$130,869

Table 6B-31 - Fin CS Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO ADM(Fin CS)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	360	360	360	360
Military Pay [ADM(HR-Mil)]	$18,104	$18,104	$18,104	$18,104
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-32 - Pol Operating Budget

DOLLAR RESOURCES CONTROLLED BY ADM(Pol)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$6,379	$5,646	$5,673	$5,700
Revenue Plan	$0	$0	$0	$0
Vote 1 - Expenditure Plan	$6,379	$5,646	$5,673	$5,700
Vote 5 - Local Funds				
PMB Net Planned Allocation	$662	$580	$588	$597
Total Local Funds	**$7,041**	**$6,225**	**$6,261**	**$6,297**

Table 6B-33 - Pol Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY ADM(Pol)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
MTAP	$5,221	$6,421	$6,421	$6,421
Vote 10 – Corporate Funds				
Capital Assistance Program	$3,308	$3,725	$3,725	$3,725
PPC	$5,357	$0	$0	$0
Other G&C	$2,239	$2,189	$2,189	$2,189
Vote 10 Total	$10,904	$5,914	$5,914	$5,914

Table 6B-34 - Pol Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO ADM(Pol)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	41	41	41	41
Military Pay [ADM(HR-Mil)]	$2,950	$2,950	$2,950	$2,950
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-35 - MND/DM AND CDS Operating Budgets

DOLLAR RESOURCES CONTROLLED BY MND / DM / CDS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
- PMB Net Planned Allocation - MND	$1,752	$1,752	$1,752	$1,752
- PMB Net Planned Allocation - DM	$601	$602	$603	$604
- PMB Net Planned Allocation - CDS	$381	$386	$390	$395
Vote 1 – Expenditure Plan	$2,735	$2,740	$2,746	$2,751
Total Local Funds	**$2,735**	**$2,740**	**$2,746**	**$2,751**

Table 6B-36 - VCDS Operating Budget

DOLLAR RESOURCES CONTROLLED BY VCDS (Less MND / DM / CDS)	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Local Funds				
PMB Net Planned Allocation	$23,951	$23,686	$24,014	$24,359
Revenue Plan	$0	$0	$0	$0
Vote 1 – Expenditure Plan	$23,951	$23,686	$24,014	$24,359
Vote 5 - Local Funds				
PMB Net Planned Allocation	$1,919	$1,741	$1,787	$1,793
Total Local Funds	**$25,870**	**$25,427**	**$25,801**	**$26,152**

Table 6B-37 - VCDS Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY VCDS (Cadets)	Allocated FY 01-02	Planning Levels ($000 BY) FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
- Cadets P,O&M	$143,834	$145,601	$147,394	$148,168
Vote 5 – Corporate Funds				
- Cadets MR	$1,500	$1,522	$1,545	$1,568
Vote 10 – Corporate Funds				
- Other G&C	$859	$835	$835	$835

Table 6B-38 - VCDS Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO VCDS	Allocated FY 01-02	Planning Levels ($000 BY) FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	255	256	256	256
Military Pay [ADM(HR-Mil)]	$15,155	$15,215	$15,215	$15,215
National Procurement	$0	$0	$0	$0
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]	$55,000	$62,500	$61,250	$62,169

Table 6B-39 - CRS Operating Budget

DOLLAR RESOURCES CONTROLLED BY CRS	Allocated FY 01-02	Planning Levels ($000 BY) FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$6,556	$6,591	$6,627	$6,768
Revenue Plan	$0	$0	$0	$0
Vote 1 - Expenditure Plan	$6,556	$6,591	$6,627	$6,768
Vote 5 - Local Funds				
PMB Net Planned Allocation	$245	$214	$218	$221
Total Local Funds	**$6,801**	**$6,806**	**$6,844**	**$6,989**

Table 6B-40 - CRS Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO CRS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	12	12	12	12
Military Pay [ADM(HR-Mil)]	$961	$961	$961	$961
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]	(Controlled By VCDS/DGSP)			

Table 6B-41 - DGPA Operating Budget

DOLLAR RESOURCES CONTROLLED BY DGPA	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$25,691	$15,871	$15,038	15,174
Revenue Plan	$0	$0	$0	$0
Vote 1 – Expenditure Plan	$25,691	$15,871	$15,038	15,174
Vote 5 - Local Funds				
PMB Net Planned Allocation	$177	$305	$309	$314
Total Local Funds	**$25,867**	**$16,175**	**$15,347**	**$15,488**

Table 6B-42 - DGPA Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO DGPA	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	48	48	48	48
Military Pay [ADM(HR-Mil)]	$3,014	$3,014	$3,014	$3,014
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]	(Controlled By VCDS/DGSP)			

Table 6B-43 - Ombudsman Operating Budget

DOLLAR RESOURCES CONTROLLED BY OMBUDSMAN	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$5,187	$5,213	$5,240	$5,268
Revenue Plan	$0	$0	$0	$0
Vote 1 – Expenditure Plan	$5,187	$5,213	$5,240	$5,268
Vote 5 - Local Funds				
PMB Net Planned Allocation	$258	$261	$265	$269
Total Local Funds	**$5,444**	**$5,475**	**$5,506**	**$5,537**

Table 6B-44 - JAG Operating Budget

DOLLAR RESOURCES CONTROLLED BY JAG	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$7,511	$7,601	$7,651	$7,702
Revenue Plan	$0	$0	$0	$0
Vote 1 - Expenditure Plan	$7,511	$7,601	$7,651	$7,702
Vote 5 - Local Funds				
PMB Net Planned Allocation	$380	$333	$338	$343
Total Local Funds	**$7,891**	**$7,933**	**$7,989**	**$8,045**

Table 6B-45 - JAG Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY JAG	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Corporate Funds				
Crown Liabilities	$206	$209	$212	$215

Table 6B-46 – JAG Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO JAG	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	$107	$107	$107	$107
Military Pay [ADM (HR-Mil)]	$8,344	$8,344	$8,344	$8,344
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-47 - DND/CF LA Operating Budget

DOLLAR RESOURCES CONTROLLED BY DND/CF LA	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$3,632	$3,641	$3,650	$3,659
Revenue Plan	$0	$0	$0	$0
Vote 1 – Expenditure Plan	$3,632	$3,641	$3,650	$3,659
Vote 5 - Local Funds				
PMB Net Planned Allocation	$0	$0	$0	$0
Total Local Funds	**$3,632**	**$3,641**	**$3,650**	**$3,659**

Table 6B-48 - DND/CF LA Corporate Accounts

DOLLAR RESOURCES CONTROLLED BY DND/CF LA	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Crown Liabilities	$7,315	$7,424	$7,536	$7,649

Table 6B-49 - DND/CF LA Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO DND/CF LA	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-50 - CMJ Operating Budget

DOLLAR RESOURCES CONTROLLED BY CMJ	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$685	$689	$693	$697
Revenue Plan	$0	$0	$0	$0
Vote 1 - Expenditure Plan	$685	$689	$693	$697
Vote 5 - Local Funds				
- PMB Net Planned Allocation	$53	$29	$29	$30
Total Local Funds	**$737**	**$717**	**$722**	**$727**

Table 6B-51 - CMJ Apportioned Corporate Accounts

APPORTIONED CORPORATE ACCOUNTS TO CMJ	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Corporate Funds				
Reg F Structure	12	12	12	12
Military Pay [ADM(HR-Mil)]	$936	$936	$936	$936
Vote 5 – Corporate Funds				
Non-Strategic Capital [ADM(Mat)]		(Controlled By VCDS/DGSP)		

Table 6B-52 - OCIPEP Operating Budget

DOLLAR RESOURCES CONTROLLED BY OCIPEP	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 – Local Funds				
- PMB Net Planned Allocation	$8,770	$8,832	$8,895	$8,958
- Revenue Plan	$0	$0	$0	$0
Vote 1 – Expenditure Plan	$8,770	$8,832	$8,895	$8,958
Vote 5 - Local Funds				
- PMB Net Planned Allocation	$511	$447	$454	$460
Total Local Funds	**$9,281**	**$9,279**	**$9,348**	**$9,419**

Table 6B-53 - OCIPEP Corporate Account

DOLLAR RESOURCES CONTROLLED BY OCIPEP	Allocated	Planning Levels ($000 BY)		
		FY 02-03	FY 03-04	FY 04-05
Vote 10 – Corporate Funds				
- Other G&C	$4,771	$4,830	$4,890	$4,890

Table 6B-54 - NSS Operating Budget

DOLLAR RESOURCES CONTROLLED BY NSS	Allocated	Planning Levels ($000 BY)		
		FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$2,030	$2,043	$2,056	$2,070
Revenue Plan	$0	$0	$0	$0
Vote 1 - Expenditure Plan	$2,030	$2,043	$2,056	$2,070
Vote 5 - Local Funds				
PMB Net Planned Allocation	$8,195	$8,195	$8,195	$8,195
Total Local Funds	**$10,225**	**$10,238**	**$10,251**	**$10,265**

Table 6B-55 - NSS Corporate Account

DOLLAR RESOURCES CONTROLLED BY NSS	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 10 – Corporate Funds				
Other G&C	$215	$215	$215	$215

Table 6B-56 - CSE Operating Budget

DOLLAR RESOURCES CONTROLLED BY CSE	Allocated	Planning Levels ($000 BY)		
	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Vote 1 - Local Funds				
PMB Net Planned Allocation	$77,867	$80,178	$81,378	$87,314
Revenue Plan	$0	$0	$0	$0
Vote 1 - Expenditure Plan	$77,867	$80,178	$81,378	$87,314
Vote 5 - Local Funds				
PMB Net Planned Allocation	$27,644	$28,037	$28,135	$29,339
Total Local Funds	**$105,511**	**$108,215**	**$109,513**	**$116,652**

Table 6B-57 - Departmental Reserves And Revenues

DOLLAR RESOURCES CONTROLLED BY PMB	Allocated	Planning Levels ($000 BY)		
DSP Reserves And Revenues	**FY 01-02**	**FY 02-03**	**FY 03-04**	**FY 04-05**
Vote 1 – Departmental Reserves				
VCDS Reserve – Change Investment Fund	$70	$2,600	$5,000	$5,000
VCDS Reserve – Operations	$20,000	$10,000	$10,000	$10,000
VCDS Reserve – General	$25,000	$15,000	$15,000	$15,000
Protected * -				
Transfer Price Account	$5,000	$5,000	$5,000	$5,000
PILT	$48,540	$49,202	$53,778	$59,385
Foreign Exchange	$1,339	$1,348	$1,357	$1,366
Combat Air Training Sqn (CATS)	$0	$42,000	$48,125	$42,000
Financial Information Strategy (FIS)	$0	$9,000	$0	$0
PSP Standards	$2,000	$2,000	$2,000	$2,000
Civilian Personnel Initiatives	$2,488	$3,082	$3,681	$3,736
Bosnia/Kosovo	$30,000	$30,000	$30,000	$30,000
Enhanced Leadership Module	$5,000	$5,000	$5,000	$5,000
EPC – Change Agenda	$5,000	$5,000	$5,000	$5,000
ADM(HR–Civ) – UCS Implementation	$12,800	$8,500	$0	$0
NFTC FTE Equivalents	$7,750	$7,750	$7,750	$7,750
National Cemetery	$76	$77	$78	$79
Res Force Pay Increase	$32,100	$32,100	$32,100	$32,100
Shilo Options	$0	$0	$7,800	$0
CF Experimentation Centre (CFEC)	$4,300	$8,900	$12,100	$12,600
Joint Support Group (JSG) Units	$1,900	$5,300	$15,400	$18,300
CANCAP	$1,600	$2,040	$2,040	$2,040
LTCP(HR) - Health Services	$0	$12,997	$16,914	$19,560
Rx2000 - Health Services	$15,465	$15,935	$18,598	$24,692
Conflict Management Dispute Resolution	$4,290	$6,890	$6,890	$6,890
Defence-On-Line (DOL)	$3,000	$9,000	$9,000	$9,000
Information Protection (IP) Capability	$7,000	$3,800	$3,800	$3,800
Total Force Pay Services Project	$200	$0	$0	$0
Recruit Advertising and Attraction Support	$0	$10,000	$0	$0
Defence Advisor – Washington	$250	$250	$250	$250
Major Corporate Displays	$0	$0	$425	$0
Career and Learning Centres	$5,000	$0	$0	$0
Vote 1 Total	$235,168	$302,771	$317,086	$320,548
Vote 5 – Departmental Reserves				
VCDS Reserve – Change Investment Fund	$5,000	$5,000	$5,000	$5,000
VCDS Reserve – Operations	$20,000	$10,000	$10,000	$10,000
VCDS Reserve – General	$15,000	$5,000	$5,000	$5,000
Vote 5 Total	$40,000	$20,000	$20,000	$20,000
Vote 1 – Corporate Revenue				
Corporate Revenue Plan	$216,080	$215,946	$201,109	$205,027

* Items identified in the protected reserve are predominantly those brought forth in Level One Business Plans, but for which further refinement of cost estimates and presentation to PMB is required.

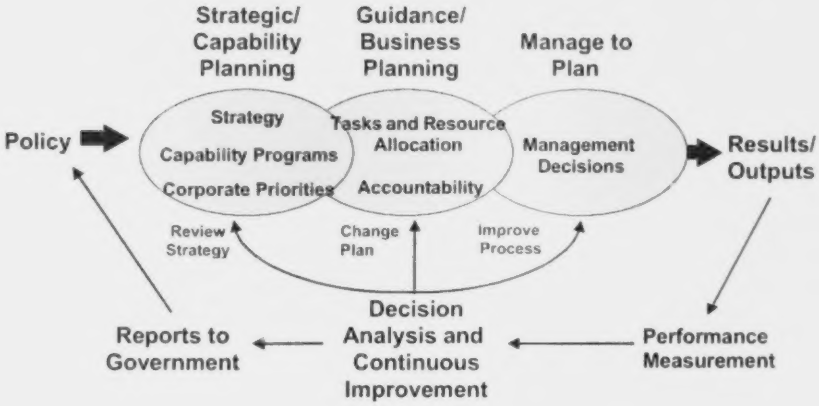
CHAPTER 7

COORDINATING INSTRUCTIONS

701. GENERAL

1. Each defence planning cycle begins with strategic decisions addressing the need for a rationalization of defence capabilities, along with the resulting force structure and supporting capital, national procurement and human resource requirements. Once this is accomplished, input from Level 1 Advisors is sought to refine and scope the broad direction provided by senior management. The figure below depicts the broad defence planning cycle. A list of senior executive committees that provide input to this cycle can be found at Annex A. Major departmental reports that derive from this cycle are listed at Annex B.

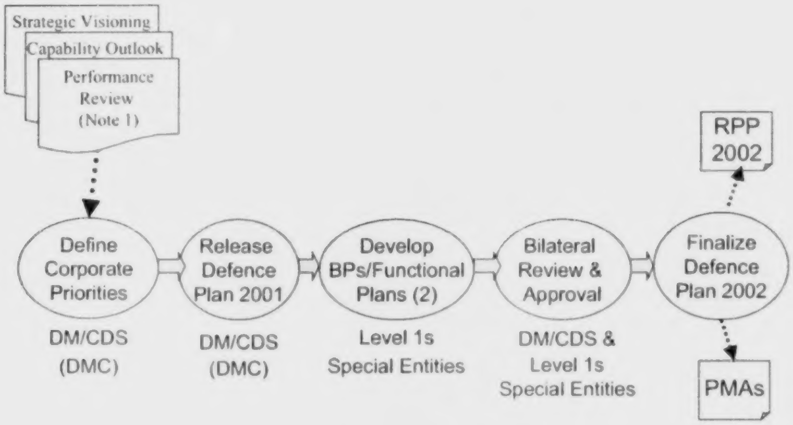
Figure 7-1 - Defence Planning Cycle


Strategic/ Capability Planning
Guidance/ Business Planning
Manage to Plan
Policy
Strategy
Capability Programs
Corporate Priorities
Tasks and Resource Allocation
Accountability
Management Decisions
Results/ Outputs
Review Strategy
Change Plan
Improve Process
Reports to Government
Decision Analysis and Continuous Improvement
Performance Measurement

702. BUSINESS PLANNING

1. The DND/CF business planning process has been revised to focus on capability-based planning to better align with other corporate requirements and to simplify the overall process. Implementation began in April 2001 for fiscal year 2001/02, with the release of this *Defence Plan 01*. The new business planning process will be implemented in full in April 2002. See Figure 7-2 for a diagram of the new process.

Figure 7-2 – Transitional Business Planning Process for FY 02/03


Strategic Visioning
Capability Outlook
Performance Review (Note 1)
RPP 2002
Define Corporate Priorities
Release Defence Plan 2001
Develop BPs/Functional Plans (2)
Bilateral Review & Approval
Finalize Defence Plan 2002
DM/CDS (DMC)
DM/CDS (DMC)
Level 1s Special Entities
DM/CDS & Level 1s Special Entities
PMAs

Notes:

(1) This input to the development of the annual corporate priorities was done partially this year. In future, it is intended to be a much more rigorous process.

(2) Only pilot functional plans will be completed this planning year.

2. The revised business planning cycle begins with the development of the annual corporate priorities, which set the areas of emphasis for the fiscal year. When fully implemented, the process for developing annual corporate priorities will be informed by the capability requirements determined through the Capability-Based Planning (CBP) process, as well as other sources. During this transitional year, the CBP process will be in development, involving the stand-up of pilot Joint Capability Assessment Teams (JCATs) for some DND/CF capabilities. Recommendations derived through the work of these teams will be co-ordinated through the Joint Capability Requirements Board (JCRB) to identify areas of capability shortfall and, potentially, areas of excess capacity. In this transitional year, the annual corporate priorities are included in Chapter 5.

3. As of this year, the *Defence Planning Guidance* will no longer be issued. In this transition year, *Defence Plan 2001* provides both direction for the upcoming fiscal year, as well as planning guidance for fiscal year 2002-03. The current annual corporate priorities, combined with the notional resource allocations for future years, provide the starting point from which Level One Advisors and Special Entities are to develop their respective business plans. It is expected that these corporate priorities and the notional resource allocations would be modified by the Level One Advisor and Special Entity input, as well as by the inputs outlined in paragraph 2 above.

4. In future years, the Defence Plan, in effect the Department's Level 0 business plan, will be published annually in late March, in the same time frame as the *Report on Plans and Priorities*, normally due to Treasury Board end February. Key input to the Defence Plan comes from the Level One Business Plans. Performance Management Agreements (PMA) will be aligned with the Level One Business Plan, and key Level One commitments will reflect the annual corporate priorities as well.

5. The Level One Business Plans will also be revised significantly. The new business plan will be a three part document, although not all Level One Advisors or Special Entities will be required to complete all three parts. Specific direction for each part of the new Business Plan will be released separately via a VCDS directive. In general, however, the following is intended:

a. **Business Plan Part 1**: This part of the business plan will be the individual Level One Advisor's response to the annual corporate priorities and the notional resource allocations. Special Entities may also submit a response if one or more of the annual corporate priorities has a direct impact on them. It is intended to be a short document outlining how the organization will respond to the corporate priorities, as well as the critical impacts that the corporate priorities will have on their organization, particularly its sustaining agenda. The new business planning process recognizes that the sustaining agenda tasks and activities stay relatively constant from year to year. *Part 1* is a message directed 'upward' to the DM/CDS, in response to the annual corporate priorities, which are focused on the Change Agenda. Consequently, *Part 1* is the Level One Advisor's impact and options analysis, recommended options and a risk analysis from a corporate perspective.

b. **Business Plan Part 2**: *Part 2* is the Level One Advisors' and Special Entities' internal business plan and is focused on direction 'downward' within their respective organizations, that is to Level Two Business Planners and below. The *Part 2* format is determined by the individual Level One Business Planners as required for effective resource management. This recognizes that the general principles of good business planning still apply, and that the department's senior management still requires visibility into how each Level One Advisor intends to meet respective taskings with resources allocated. For Special Entities, the *Part 2* facilitates the execution of the DM's fiduciary responsibilities. The VCDS Directive noted above will include direction for the minimal content requirements for corporate resource management.

c. **Business Plan Part 3**: *Part 3 Business Plans* will be required only of those Level One Advisors who are tasked with a functional (horizontal) responsibility. Input to this document will be derived primarily from the capability requirements resulting from the Capability-Based Planning process, but take primarily a 'functional view'. As such, *Part 3 Business Plans* will serve a key co-ordination role. ADM (IE) has been tasked to prepare a pilot submission for this transitional year. ADM (IM) has also volunteered to develop a *Part 3* this planning year. In full implementation, this 'outward' looking portion of the business plan may also be required from ADM (HR-Mil), ADM(HR-Civ), ADM(S&T) and ADM(Mat). Specific direction for the preparation of the document will be released upon the completion and analysis of the pilot submissions.

6. As a result of these changes, the mandate of the Business Plan Review Team will be amended as necessary by VCDS/DGSP, incorporating a review of the fit of Level One critical issues against annual corporate priorities.

7. To allow for appropriate analysis, particularly important in this transitional year, it is critical that *Part 1* and *Part 2* of the Business Plan be submitted on time. Milestones for this transitional year are:

a. **End April 2001** - Promulgate Business Plan instructions for Parts 1 and 2;

b. **1 November 2001** - Parts 1, 2 and 3 (pilots) due to VCDS/DFPPC;

c. **November-December 2001** - Business Plan review;

d. **February 2002** - Interviews with the DM and CDS are being scheduled for early February 2002. Business plans are approved by the DM and CDS following the interviews;

e. **End February 2002** - *RPP 2002* submitted to Treasury Board; and

f. **End March 2002** - *Defence Plan 2002* released.

703. PERFORMANCE MEASUREMENT FRAMEWORK

1. **Introduction**. Building upon the Key Perspectives endorsed by DMC, the Department's strategic Performance Measurement Framework (PMF) will continue to evolve to allow accurate, meaningful performance reporting across the full breadth of the Defence endeavour. *DP 01* contributes to this process by reformulating the Sustaining and Change agendas to provide a more meaningful and measurable set of strategic goals. Sustaining tasks issue primarily from the Key Result Expectations described in the revised Planning, Reporting and Accountability Structure (PRAS); they are expressed in *DP 01* as Defence Tasks. The Department also draws upon the *Strategy 2020* policy document to articulate a set of Change goals; these are expressed in *DP 01* as Change Initiatives. A more complete description of the Sustain and Change agendas can be found in Chapters 3 and 5.

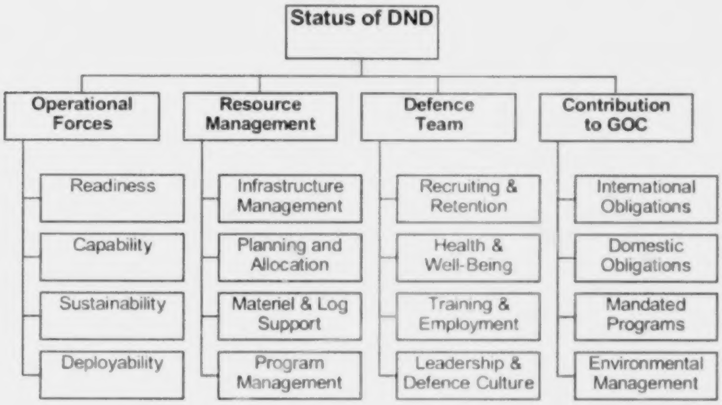
2. **Strategic PMF Structure.** The Strategic PMF uses a Balanced Scorecard approach consisting of four Key Perspectives (Fig 7-3). The Key Perspectives are subdivided into measures and indicators that connect the Department's functional activities and processes with the strategic goals it is committed to achieving. In this regard, the PMF seeks to address two fundamental questions:

a. How well is the Department managing and running itself to achieve its strategic goals? (Sustain Agenda - PRAS)

b. How well is the Department at innovating and changing itself to meet the demands of the future? (Change Agenda - *Strategy 2020*)

By mixing appropriate directional and diagnostic indicators under the Key Perspectives, the Department is able to articulate logical "cause and effect" chains that connect its strategic goals with specific Defence Tasks and Change Initiatives. Describing these strategy-to-task linkages in a measurable fashion is central to the Department's ability to report "Results for Canadians" externally, and provides a critical input to internal decision-making and resource allocation processes.

Figure 7-3 - Key Perspectives


Status of DND
Operational Forces
Readiness
Capability
Sustainability
Deployability
Resource Management
Infrastructure Management
Planning and Allocation
Materiel & Log Support
Program Management
Defence Team
Recruiting & Retention
Health & Well-Being
Training & Employment
Leadership & Defence Culture
Contribution to GOC
International Obligations
Domestic Obligations
Mandated Programs
Environmental Management

3. **General PMF Direction.** In the context of performance measurement, it is a corporate responsibility to define what is to be achieved in terms of strategic goals, to communicate these goals to Level 1 organizations in the form of precise direction, and to choose suitable performance measures and indicators to allow monitoring and decision-making. In turn, it is the responsibility of Level 1 organizations to decompose this direction into taskings to subordinate organizations (through the business planning process) and to establish performance measurement structures capable of monitoring and controlling their internal activities as well as remitting requested performance measurement information for inclusion in the Strategic PMF. To this end, Level 1 organizations are tasked with the following performance measurement-related activities:

a. **Support to Strategic PMF.** On an ongoing basis, Level 1 organizations are to provide data and related analysis in support of specifically assigned elements of the L0 PMF (detailed in Table 7-1: PMF Key Perspectives), and as periodically requested through directed L0 data collection activities;

b. **Departmental Reporting.** Level 1 organizations are to submit textual inputs that expand upon their specific PMF-related information for inclusion in the *Departmental Performance Report (DPR)* by 30 June annually; and

c. **Level 1 PMF Development.** Level 1 organizations are to develop sufficient performance measurement capabilities to allow improved monitoring and control of internal activities and measurement of progress against assigned Defence Tasks and Change Initiatives.

4. **Operational Status.** Given the unique and sensitive performance measurement demands surrounding oversight of operational forces, the Operational Status Display (OSD) was created as a purpose-built, stand-alone system residing in the classified domain. Since Operational Forces are an important element of the Key Perspectives, the existing OSD structure must be adjusted to align with the revised set of PMF measures and indicators. Further, the OSD Concept of operations must be expanded to allow high-level, unclassified aggregations of operational status information to be migrated to the strategic PMF for display and reporting purposes, while retaining root, tactically-

significant data (supplied by the Environmental Commands IAW 3a. above) on the secure system. Accordingly, DCDS is tasked with the following activities:

a. **Revise OSD.** DCDS, assisted by EC and VCDS performance measurement and operational analysis staffs, is to revise and realign the existing OSD with the Departmental Strategic PMF to meet Operational Force measurement and reporting requirements; and

b. **Operational Forces Reporting.** The DCDS is to establish and administer any special data collection and reporting interfaces (manual or otherwise) required to aggregate and transfer Operational Force data reports between secure and unclassified domains.

Table 7-1 - Performance Measurement Framework (Key Perspectives)

Key Perspectives / Measures	Indicators	Guiding Question	Strategic Goal Linkages	Reporting OPIs
Operational Forces				
Readiness	Equipment Availability	Does the CF have sufficient quantities of serviceable equipment available to meet its Vanguard and operational requirements?	DT 1.1, 1.2 DT 2.1 - 2.9	DCDS, ECS
	Serviceability	Do the CF's primary force elements (equipment, vehicles, C2 systems etc) meet adequate standards of serviceability?		DCDS, ECS ADM(IM)
	Operational Manning	Are the CF's Vanguard and operational units manned to a sufficient level to permit them to achieve their missions?	DT 1.1 - 1.2 DT 2.1 - 2.9 DT 4.5	DCDS, ECS ADM (HR-Mil) VCDS
	Training State	Do Vanguard and operational unit personnel have sufficient training to permit them to achieve their missions?		
Capability	Combat Tasks / CRR	To what extent are the Vanguard and operational units of the CF able to conduct their assigned missions?	DT 2.1 - 2.9	DCDS, ECS ADM(IM)
	Interoperability	Are the Vanguard and operational units of the CF able to operate effectively with OGDs and the forces of other countries?	DT 1.1 - 1.3 DT 2.1 - 2.9	
	Suitability	Do the CF's primary force elements (equipment, vehicles, C2 systems etc) have an appropriate level of capability against their assigned operational requirements?		
	Experience Level	Do the CF's key operational personnel have sufficient experience to safely and effectively conduct their assigned functions?	DT 2.1 - 2.9	
Sustainability	Inventory Status	Does DND have sufficient stockpiles of spares and consumables to sustain its Vanguard and operational commitments?	DT 2.1 - 2.9 DT 3.2, 3.3	DCDS, ECS ADM(Mat)
	Operation Tempo	Is the pace of operations in excess of the mandated and/or historically accepted level in terms of numbers of deployed CF personnel?	DT 3.1, 3.3 DT 4.1	DCDS, ECS ADM(HR-Mil)
	Personnel Rotation	Are certain CF personnel deploying in excess of established acceptable periods?		
Deployability	Force Deployability	Are the CF's Vanguard and operational units able to deploy to conduct assigned missions within the mandated timeframe?	DT 2.1 - 2.9	DCDS, ECS
Resource Management				
Infrastructure Management	Realty Asset Condition	Are DND's Realty Assets in sufficiently good state of repair to achieve the required level of service?	DT 3.4 DT 5.5	ADM(IE)

Key Perspectives / Measures	Indicators	Guiding Question	Strategic Goal Linkages	Reporting OPIs
	Realty Asset Suitability	Do DND's Realty Assets have an appropriate level of capability to meet their required functions?		
	Realty Asset Sustainability	Is DND's level of Realty Asset expenditures in line with required and/or accepted values to permit continued effective service?		
	Realty Asset Compliance	Are DND's Realty Assets in compliance with established applicable environmental and workplace standards?		
Planning & Allocation	Budget Variance	Are DND's budget expenditures in line with planned and/or historical rates?	DT 5.5	ADM (Fin-CS)
	SUR Status	Is DND employing its structural unexpended funding approach effectively and efficiently?		VCDS
	DSP / Capital Ratio	Is DND meeting its established funding goals for renewal of its capital assets?		
Materiel & Logistic Support	Demand Satisfaction Rate	Is the CF logistical structure successfully meeting the materiel needs of deployed and operational units?	DT 3.2, 3.3	ADM(Mat)
	Stockout Rate	Are DND's inventory management processes sufficient to meet materiel demand?		
	Modernization	Is DND modernizing its equipment, doctrine & military capabilities at a rate sufficient to prevent obsolescence in specific capability areas?	DT 4.2 - 4.4	ADM(Mat) ADM(S&T) DCDS
Program Management	Acquisition Cycle Time	Is the Department completing its acquisition projects in a timely fashion?	DT 4.2	ADM(Mat)
	Project Cost Variance	Are DND's project costs remaining sufficiently in line with planned and/or historical rates?	DT 5.5	
	Capability Alignment	How well is the Department aligning its planned acquisition program with its stated capability shortfalls?	DT 4.2	VCDS
Defence Team				
Recruiting & Retention	Recruiting Intake	Is the Department recruiting enough personnel to meet projected internal demand?	DT 4.1	ADM(HR-Mil)
	Recruit Quality	Is the CF recruiting candidates of sufficient quality to meet the demands of military employment?		
	Retention Index	Is the Department retaining its personnel long enough to make their service cost effective?	DT 3.3, DT 5.5	
	Attrition	Is the Department projecting its attrition rate with sufficient accuracy to permit proactive management?	DT 5.5	

Key Perspectives / Measures	Indicators	Guiding Question	Strategic Goal Linkages	Reporting OPIs
Health & Well Being	Personnel Health	Are DND/CF members sufficiently healthy and physically fit to meet service demands?	DT 3.1 DT 4.1	ADM (HR-Mil) ADM(HR-Civ)
	Health Service Index	Is the Department's medical infrastructure able to adequately address the health and medical needs of its personnel?		
	Quality of Life Index	Are DND/CF members provided with a Quality of Life commensurate with the demands of their service?		
	Work Environment	Is the Department providing a safe working environment for its personnel?		VCDS
Training & Employment	Training Demand	Are the Department's training structures able to adequately meet internal quantitative demands?	DT 4.1	ADM(HR-Mil)
	Training Flow	Is the Department training its personnel in as timely a manner as possible, consistent with qualitative requirements?		
	Personnel Strength	Is the Department's personnel posting system meeting internal demand as efficiently as possible?		
	Trained Effective Strength	Is the CF establishment adequately manned with sufficient trained personnel to meet its mandated level?		
	Critical Skills	Are there shortages in critical skill sets that are affecting the CF's ability to meet its mandated activities?		
Leadership & Defence Culture	Educational Level	Are sufficient numbers of DND/CF personnel holding and/or pursuing additional educational qualifications?	DT 5.6	ADM(HR-Mil)
	Discipline	Is the disciplinary level among DND/CF personnel commensurate with the Department's mandate?	DT 5.6	VCDS, JAG ADM(HR Civ) DND/CF LA
	Professional Workplace	Is the Department providing its personnel with a high-quality, harassment-free workplace?	DT 5.6, 5.8	ADM(HR-Mil) ADM(HR-Civ)
	Regulatory Satisfaction	Are DND/CF personnel satisfied with the Department's interpretation and application of its internal regulatory apparatus (ie Grievance rates)?	DT 5.6	ADM(HR-Mil) CRS
	Leadership	Are DND/CF personnel confident in the leadership skills of their superiors?	DT 1.1	ECS
	Morale	Do CF personnel engaged in operational duties display a sense of common purpose and esprit de corps commensurate to the activities in which they are engaged?	DT 5.6	DCDS, ECs
	Defence Image	Does the Canadian public have a positive perception and good understanding of CF and Departmental activities?	DT 5.7, 5.8	DGPA

Key Perspectives / Measures	Indicators	Guiding Question	Strategic Goal Linkages	Reporting OPIs
Contribution to the Government of Canada				
International Obligations	Humanitarian Assist. (I)	How well has the Department executed its assigned international humanitarian assistance missions?	DT 2.3	DCDS, ECS
	UN Operations	How well has the Department executed its assigned missions in support of UN activities?	DT 2.7	DCDS, ECS
	International Security	Has the Department made a suitable and effective contribution to International Security?	DT 2.8, 2.9 DT 5.2, 5.3, 5.8	DCDS, CAS CMS, ADM(Pol)
Domestic Obligations	Defence Advice	Is the Department providing Government with accurate, timely and relevant defence and security advice?	DT 5.1, 5.2	ADM(Pol)
	Surveillance & Control	How effectively has the Department exercised its surveillance and control mandate in Canada's air, land and maritime areas?	DT 2.1	DCDS, ECS CFNA
	Search & Rescue	How well has DND contributed to the aims of the National SAR program?	DT 2.2	CAS
	Humanitarian Assist. (D)	How well has the Department executed its assigned domestic humanitarian assistance missions?	DT 2.3	DCDS, ECS
	Assistance to OGDs	How well has the Department assisted OGD's in achieving National objectives?	DT 2.4 - 2.6 DT 5.8	DCDS, ECS ADM(HR-Mil)
Mandated Programs	Official Languages	Is the Department meeting its mandated requirements under the Official Languages Act?	DT 5.4	ADM(HR-Mil) ADM(HR-Civ)
	Employment Equity	Is the Department meeting its mandated requirements under all applicable elements of Governmental Employment Equity legislation?		
	Access to Information	How well is the Department meeting its Access to Information obligations?		VCDS
Environmental Management	Ecosystems	Is the Department planning and managing its activities to minimize adverse environmental and biodiversity impacts?	DT 5.4, 5.8	ADM(IE)
	Pollution	How well is the Department fulfilling its responsibilities to protect human health and the environment through pollution control activities?		
	Climate Change	How well is the Department moving to protect the atmosphere through emission-reduction activities?		
	Stewardship	How well is the Department integrating environmental considerations into its Defence Management activities, and processes?		

ANNEX A - SENIOR EXECUTIVE COMMITTEES

Committee Title	Mandate	Frequency	Membership*		Secretary
Defence Management Committee (DMC)	To consider all management matters affecting the strategic direction of Defence and to enable the DM and CDS to reach decisions or to co-ordinate decisions and advice to the Minister.	Monthly	DM (Co-Chair) Assoc DM ADM(Pol) ADM(Fin CS) ADM(Mat) ADM(IE) ADM(IM) ADM(HR-Civ) DND/CF LA ADM(S&T) EA/DM**	CDS(Co-Chair) VCDS DCDS ADM(HR-Mil) CMS CLS CAS DGPA JAG CRS** EA/CDS** DGSP**	D NDHQ Sec
Armed Forces Council (AFC)	To advise the CDS, to consider broad military matters related to the command, control and administration of the Canadian Forces and to assist the CDS in reaching decisions.	Monthly	CDS (Chair) VCDS DCDS ADM(HR-Mil) CFCWO	CMS CLS CAS C Res & Cdts EA/CDS**	D NDHQ Sec
Daily Executive Meeting (DEM)	To provide information on ongoing operations and activities, emerging issues and other pressing matters.	Daily	DM (Co-Chair) Assoc DM ADM(Pol) ADM(Fin CS) ADM(Mat) ADM(IE) ADM(IM) ADM(HR-Civ) DND/CF LA ADM(S&T) DGPA Ex Dir EPC EA/DM** DGIS(Pol)** DG Fin** DG Pol Coord** DG Log**	CDS(Co-Chair) VCDS DCDS ADM(HR-Mil) CMS CLS CAS JAG CRS C Res & Cdts CFCWO** EA/CDS** DGSP** J4 Mat** J2 Int** COS J3** MSO**	D NDHQ Sec
Legal Risk Management Committee (LRMC)	To review and validate strategic plans for alternate dispute resolution and the litigation of cases, and to identify matters requiring policy development resulting from litigation excluding matters related to military justice and falling under the code of service discipline.	As required	DM (Chair) VCDS ADM(HR-Mil) ADM(Mat) ADM(IE)	ADM(Fin CS) DND/CF LA JAG	Dir Claims & Civil Litigation

Committee Title	Mandate	Frequency	Membership*		Secretary
Canadian Forces Code of Service Discipline Committee (CFCSD)	To provide a forum in which senior officers and non-commissioned officers can discuss issues related to ensuring the continued efficient and effective application of the Code of Service Discipline	Semi-annually	CDS (Co-Chair) VCDS ADM(HR-Mil) CMS CLS CAS CFPM	JAG (Co-Chair) DMP CFCWO CMS CCPO CLS CCWO CAS CCWO ADM(HR-Mil) CCWO	DLaw/MJP&R
Non Public Property Board of Directors (NPP BOD)	To assist the CDS in his capacity as the governing authority on NPP under the NDA	At least 3 times per year	CDS(Chair) VCDS DCDS ADM(HR-Mil) CMS CLS CAS ADM(Fin CS)	DND CF LA CFCWO CMS CCPO CLS CCWO CAS CCWO ADM(HR-Mil) CCWO CEO CFPSA**	D NDHQ Sec
Defence Research & Development Canada Advisory Board (DRDCAB)	To provide strategic advice on defence science in Canada, particularly as it is embodied in the Program of the R&D Branch.	Annually	DM (Co-Chair) ADM(IM) ADM(Mat) ADM(S&T) ADM(HR-Mil) DM, Ind Cda President, NRC Representatives:	CDS(Co-Chair) VCDS DCDS CMS CAS CLS Universities (2) Industry (5)	ADM(S&T) Staff
Audit & Evaluation Committee (AEC)	To assist DMC in fulfilling its mandate by monitoring the periodic, objective assessment of program performance, risk management and control.	Quarterly	DM (Co-Chair) ADM(Fin CS) ADM(Mat) DGPA** DND/CF LA**	CDS (Co-Chair) VCDS ECS (In Rotation) External Observer**	CRS
Union Management Consultative Committee (UMCC)	To reinforce the spirit of openness and candour in the Department, to restate our commitment to its continued vitality, and to set out new guidelines to improve the process	Semi-annually	DM (Co-Chair) ADM(HR-Civ) ADM(Pol) ADM(Fin CS) ADM(IM) ADM(IE) ADM(S&T) ADM(Mat) National Union Presidents/ Heads Of Unions	CDS (Co-Chair) VCDS DCDS ADM(HR-Mil) CMS CLS CAS DGPA JAG	DGER
Modern Management Executive Committee (MMEC)	A sub-committee of the DMC to guide the evolution of the modernization effort	As required	DM (Chair) VCDS ADM(HR-Mil) ADM(Fin CS) ADM(IM) ADM(Mat)*** ADM(IE)***	CMS*** CLS*** CAS*** DCDS*** CRS*** DGPA***	DMAC 5

Committee Title	Mandate	Frequency	Membership*		Secretary
Program Management Board (PMB)	To provide resource management oversight in co-ordinating the delivery of the Defence Services Program (DSP)	Monthly	VCDS (Chair) DCDS ADM(HR-Mil) CMS CLS CAS DGSP CRS**	ADM(Pol) ADM(Fin CS) ADM(Mat) ADM(IE) ADM(IM) ADM(HR-Civ) ADM(S&T) DGPA**	DFPPC
Information Management Advisory Committee (IMAC)	To provide advice and guidance to the ADM(IM) on ways and means to improve alignment of the IM program with the DND/CF strategic objectives and optimize the exploitation of DND/CF information as a corporate resource of strategic value.	As required	VCDS (Chair) DCDS ADM(HR-Mil) CMS CLS CAS ADM(S&T) CRS**	ADM(Pol) ADM(Fin CS) ADM(Mat) ADM(IE) ADM(IM) ADM(HR-Civ) DGPA**	ADM (IM) Staff
Joint Capability Requirement Board (JCRB)	To review proposals, challenge the issues and provide direction for the development of multi-purpose CF capabilities including the long term capital plan. Note Special JCRBs co-Chair DM/CDS	As required	VCDS(Chair) DCDS CMS CLS CAS ADM(HR-Mil)	ADM(Pol) ADM(Fin CS) ADM(Mat) ADM(IM) ADM(HR-Civ) ADM(S&T)	DGSP
Military Police Advisory Committee (MPAC)	To assist the VCDS in his responsibilities to review and oversee Military Police Operations.	Twice annually	VCDS (Chair) ADM(HR-Mil) CMS CLS Cmdt CFSU(O) DMP Reps: 2 Mil Dep; 2 Public @ Lge	ADM(HR-Civ) CAS CFCWO CFPM D Law/MJPR 3 Civ Justice Sys	NDHQ Sec 4
Military Justice Stakeholders' Committee (MJSC)	To review long term strategic issues pertaining to military justice.	Semi-annually	Chief Justice of the Court Martial Appeal Court of Canada (Chair) MND CDS	VCDS JAG CFPM DMP DDCS CMJ	Dlaw/MJP&R
Defence Science Advisory Board Coordinating Committee (DSAB CC)	To provide the interface for policy coordination between the defence science advisory board and the Department of National Defence.	As required (at least annually)	VCDS (Co-Chair) DCDS ADM(Pol) ADM(Mat) ADM(S&T) DGSP	DSAB Chair (Co-Chair) DSAB Vice Chair CAS Rep CLS Rep CMS Rep	DDA 3-3
Cryptologic Resource Coordination Group (CRCG)	To advise on matters pertaining to the funding of the cryptologic program.	Annually	VCDS (Chair) ADM(Fin CS) ADM(IM) ADM(S&T) Comd CFIOG	DCDS CSE PCO Rep TB Rep	Comd CFIOG

Committee Title	Mandate	Frequency	Membership*		Secretary
Command & Control Oversight Committee (C^2OC)	To direct and approve the C^2 strategic plan and provide direction and guidance in the implementation of an integrated and affordable CF Command System.	Quarterly	DCDS (Chair) CMS CLS CAS ADM(IM)****	COS J3**** DSTCCIS****	DISOA
ASD Steering Committee (ASCSC)	To provide advice to senior management concerning major Alternate Service Delivery Projects	As required (twice annually)	VCDS (Chair) ADM(Pol) ADM(Mat) ADM(Fin CS) ADM(IE) ADM(IM) ADM(HR-Civ) ADM(S&T) UNDE Rep PIPSC Rep TBS Rep	DCDS ADM(HR-Mil) CMS CLS CAS DGPA CRS DND/CF LA DGSP PWGSC Rep Ind Members (2)	DSC
CF History And Heritage Board (CF HHB)	To provide direction and co-ordination of history and heritage programs for which DND is a stakeholder	2-3 times annually	VCDS (Chair) CMS CLS CAS	ADM(Pol) ADM(HR-Mil) DGPA DHH	D/DHH

* ACOS or DG level may represent members who are unable to attend. Substitute representation below this level will not normally take place unless it is essential for the discussion and requested by the chair(s).

** Denotes "in attendance" or "ex-officio"

*** Denotes "advisors - attendance as required"

**** Denotes "specialist advisor"

ANNEX B – MAJOR DEPARTMENTAL REPORTS

MONTH	REPORT	RECIPIENT (OFFICE)	REMARKS
Jan	Main Supplementary Estimates	Parliament	
Feb	Estimates	Parliament	
Mar	CFSA Annual Report	Parliament	
	Report On Plans And Priorities	Parliament	
Apr	Defence Plan	DM/CDS	
May	CDS Annual Report	Parliament	
	CFPM Annual Report	MND	
	Final Allotment Transfer	Treasury Board	
Jun	JAG Annual Report	Parliament	
	Departmental Business Plan	Treasury Board	
	DND Employment Equity (EE) Annual Report	Treasury Board	
	Input To President TB Report	Treasury Board	
	Official Language Annual Management Report	Treasury Board	
	CF EE Annual Report	CDS	
	Estimate	CDS/ DM	
Jul	Departmental Public Accounts	Treasury Board	
	Estimate & Defence Options	CDS/ DM	
Sep	Supplementary Estimates	Parliament	
	ATI & Privacy Annual Report	Parliament	
Oct	Departmental Performance Report	Parliament	
	Annual Multicultural Report	DM	To Dept Canadian Heritage and Multiculturalism
Nov	Public Accounts	Parliament	
	ARLU	Treasury Board	
Dec	Environment SDS	Parliament	Every three years, next due in 2003

GLOSSARY OF TERMS

Aid of the Civil Power

CF assistance provided at the request of an Attorney General of a Province or Territory in any case in which a riot or disturbance of the peace occurs or is considered likely to occur and which is beyond the powers of civil authorities to suppress.

Accountability Framework

Defines the nature and scope of a department's responsibilities, the results it expects to achieve, and the monitoring and reporting requirements through which the Department will answer for the authority vested in it. The Planning, Reporting and Accountability Structure is the Federal Government's accountability framework.

Advanced Training List

These are established positions to which military personnel may be posted for a period greater than 122 training days to acquire training.

Asymmetric Threats

An attempt by an opposing party to avoid the traditional strengths of our existing military force by employing unexpected or unusual techniques to gain an advantage. This can include the use of surprise in all its operational and strategic dimensions, as well as the use of weapons in ways not expected by the Canadian Forces. Three broad approaches that potential opponents of the CF might employ to gain an asymmetric advantage are to use weapons of mass destruction, cyber-warfare, or choosing to fight only in complex terrain.

Basic Training List

These are positions to which military personnel may be posted to acquire initial occupation qualification training.

Budget-Year dollars

Costs in budget-year dollars reflect the purchasing power of the dollar in the year the cost is incurred. Sometimes referred to as future dollars.

Business Plan

Identifies an organization's objectives, its strategies to achieve those objectives (given the environment in which the organization exists and the needs of its clients), the performance measures it will use to measure progress and to meet its performance goals (i.e., commitments and targets). The Business Plan responds to Defence Tasks and corporate priorities within the constraints of planned resource levels articulated annually in the Defence Plan. It is also the primary vehicle for vertical accountability.

Capability

Capability is a function of the ability of a force to preplan a mission and its capacity to do so. It is generally a function of force structure (organization and equipment) plus training and logistic support. Capability may be defined as the ability to deal with the risks identified in the scenario associated with a defence mission objective or the risks associated with actual operations. It includes the availability of personnel and materiel as well as a quantitative and qualitative assessment.

Combat-capable

The state of a force structure and associated equipment that reflects the ability to execute a combat mission.

Combat Service Support

The support provided to combat forces, primarily in the fields of administration and logistics.

Command and Control

The activities, outputs, infrastructure, materiel and personnel to: direct, coordinate and control the generation and employment of forces; to provide and respond to strategic and operational guidance (doctrine and direction) and policy.

Contingency Operations

Those operations dealing with contingency events in support of Canadian interests at home and abroad, requiring the application of military forces or the provision of military assistance.

Cost

The direct and indirect costs of producing an output. The cost of an output can frequently be adjusted by selecting different output targets.

Defence Mission

The singular defence mission is to defend Canada and Canadian interests and values while contributing to international peace and security.

Defence Policy

A set of actions and objectives prescribed by or on behalf of the Prime Minister and Cabinet that governs the decisions and actions of DND and CF in fulfilling the Defence mandate established in the NDA.

Defence Team

The Defence Team is comprised of the civilian employees of the Department and the military members of the Canadian Forces.

Deployability

The ability for personnel and materiel to be moved to a theatre of operations. Important considerations include force size, time required to be in theatre, distance of the operational theatre from the normal base of operations and the local conditions in the theatre.

Effectiveness

The degree to which the activity/process and resultant output delivered/met the desired expectation (target/goal/standard etc).

Efficiency

The measure of the relationship of outputs to inputs (resources) and is usually expressed in terms of a ratio.

Equipment

All non-expendable items needed to outfit or equip an individual or organization.

Evaluation

A formal or informal assessment of performance based on an exercise that simulates the conditions described under a scenario or expected operational conditions.

Expectations

Key Results which are expressed in sufficiently tangible terms to allow a Senior Manager to decide upon the levels of outputs that are required to meet these expectations.

Expenditure Management System

The EMS is an approach aimed at balancing the delivery of essential programs and services to Canadians with the achievement of fiscal targets. A key feature of the balance between the delivery of essential programs and services and fiscal responsibility is the reallocation of resources from existing spending to new requirements.

Force structure

The composition of the forces in terms of types of formations and units and their equipment together with relationship to one another.

Geomatics

Those scientific and engineering activities involved in the capture, storage, analysis, processing, presentation, dissemination and management of geo-spatial information.

High-level Operations

The entire range of modern weaponry may be used, including weapons of mass destruction. The sustained conduct of such operations will demand the mobilization of a nation's entire military potential. Military activity will be conducted continuously with maximum speed and violence throughout the theatre.

Humanitarian Aid

Activities conducted by military forces, mostly in urgent circumstances, to relieve human suffering, especially when local or governmental authorities are unable, or possibly unwilling, to provide adequate aid to the population. Humanitarian aid can take the form of protection against epidemics, provision of food aid, medical aid or assistance in public health efforts such as re-establishing essential infrastructures, with or without the consent of the state, if sanctioned by a UN resolution.

Information Management

The means through which an organization maximizes the efficiency with which it plans, collects, organizes, controls, disseminates, uses and disposes of its information, and through which it ensures that the value and potential value of that information are identified and exploited to the fullest extent.

Information Operations

Actions taken in support of national objectives which influence decision makers by affecting other's information while exploiting and protecting one's own information.

Information Services

The leadership, expertise and resources necessary to enable an organization to manage the information it needs to carry out its mission.

Information Systems

The assembly of equipment, methods and procedures and, if necessary, personnel, organized so as to accomplish specific information processing functions.

Infrastructure

A term generally applicable to all fixed and permanent installations, fabrications, or facilities for the support and control of military forces.

Inputs (or Resources)

Represents items such as overall program funding, operating and capital expenditures, and grants and contributions used in the provision of programs and services.

Lane Metres

A commercial shipping term which refers to the length of a standard vehicle shipping lane (2.5m wide) occupied by a given commodity on a ship. For planning purposes, all vehicles and cargo can be converted into "lane/metres".

Level One Advisor

Those senior managers who have direct accountability to the DM/CDS and for whom the DM/CDS exercise full authority to assign and adjust tasks, goals and resources. These managers in turn have Level 1 delegated financial signing authority as outlined in the *Delegation of Authorities for Financial Administration.*

Low-level Operations

Military operations that are normally conducted by forces-in-being, applying the minimum force necessary to achieve the mission. Contact with opposing forces may be infrequent.

Main Contingency Force

As a matter of general principle, the CF will be prepared to deploy on multilateral operations (UN or NATO) contingency forces of up to a maritime task group, a brigade group plus an infantry battalion group, a wing of fighter aircraft, and a squadron of tactical transport aircraft.

Mandated Programs

Activities, products and services associated with meeting programs that are imposed generally from external agencies but also those internally directed. There are three categories of mandated programs: Government directed, Department directed and Environmental Chief of Staff/Group Principal directed. Examples include: Government directed - Official Languages and Employment Equity; Department directed - Support Harassment Elimination and Defence Ethics; and Level 1 Advisor directed - Flight Plan For Life.

Materiel

Equipment or supplies used by an organization or institution, or required by some work or enterprise. All items (including ships, tanks, self-propelled weapons, aircraft, etc., And related spares, repair parts, software and support equipment, but excluding real property, installations and utilities) necessary to equip, operate, maintain and support defence-related activities, without distinction as to their application for administrative or combat purposes.

Mid-level Operations

Military operations that involve most, if not all, of a nation's forces-in-being and may require the mobilization of additional resources. Deadly force will be applied, although there may be restrictions on the types of weapons used or the geographic area in which they are employed. Military activity will be conducted with speed and violence, but may be non-continuous and localized in an area of operations.

Mission

An organization's mission and mandate refer to the purpose(s) it serves, or the reason(s) for its existence.

Multi-purpose Forces

Flexible, combat-ready armed forces capable of operating effectively and efficiently in a multi-threat environment.

National Level Units

These units provide the national command and logistical support to the vanguard and main contingency force. They consist of the Canadian Support Group (CSG), Engineer Support Group (ESP), Military Police Unit (MPU), Canadian Medical Group (CMG), Communications Information Systems Unit (CISU) and the Joint Headquarters (JHQ).

Operational Forces

Activities and outputs that are either directly involved in military operations or are part of a contingent capability to conduct military operations. Consists of forces (Regular, Reserve and Mobilization), materiel and tactical/theatre service support. Includes collective and mission specific training.

Operations

Either routine or emergent. Routine operations are generally activities that are either constabulary or conducted in Operations Other Than War. They can generally be planned for. Emergent operations are generally those that are conducted during periods of pre-hostility and hostilities. Constabulary or OOTW that arise but are unplanned are also emergent operations.

Operations Other Than War (OOTW)

Encompasses the use of military capabilities across the range of military operations except those associated with sustained, large-scale combat operations usually associated with war. OOTW are very broad in scope and range from domestic operations within Canada to peace-enforcement operations abroad.

Outcomes/Objectives/Key Results

A description of the actual effect, benefit or consequence that occurs (either in the short-term or long-term) due to the output of a program, process or activity - the overall result of a group of selected outputs over time to achieve a specific purpose. The hierarchical expression of these effects is in the order of Outcome => Objective => Key Result.

Peace-building

Post-conflict action to identify and support measures and structures which will solidify peace and build trust and interaction among former enemies, in order to avoid a relapse into conflict. A component of peace-building is peace-implementation, which is the deployment of an international military presence in the field, hitherto with the consent of all the parties concerned, to implement the military provisions of a peace agreement. These operations are carried out under Chapter VIII of the UN Charter; troops are more heavily armed than traditional peacekeepers and are authorized to use force beyond self-defence.

Peace-enforcement

Operations carried out to restore peace between belligerent parties who do not all consent to intervention and who may be engaged in combat activities. These operations are carried out as a provisional measure under Chapter VII, Article 40 of the UN Charter. Troops are heavily armed and authorized to use force beyond self-defence. Peace-enforcement is distinct from enforcement under Chapter VII, Article 42 of the Charter, which deals with acts of aggression.

Peacekeeping

The deployment of an international presence in the field, hitherto with the consent of all parties concerned, normally involving UN military and/or police personnel and frequently civilians as well. These operations are carried out under Chapter VI of the UN Charter; troops are lightly armed and are authorized to use force only in self-defence

Peacemaking

Action to bring hostile parties to a negotiated agreement through diplomacy, mediation, and such peaceful means as those foreseen in Chapter VI of the UN Charter.

Peace Support Operations

A generic term, describing operations designed not to defeat an aggressor, as in the case of war, but rather to assist diplomatic and humanitarian activities to achieve a long-term political settlement. The five forms of peace support operations include preventive diplomacy, peacemaking, peacekeeping, peace-enforcement and post-conflict peace building.

Planning, Reporting and Accountability Structure (PRAS)

The Planning Reporting and Accountability Structure (PRAS) is the overarching framework through which all federal departments plan, report and account for their activities through Parliament to the people of Canada. This structure articulates the Defence Mission, the internal business line divisions (Capability Programs) and the Key Results which the Department is committed to achieving. This framework forms the basis of the Defence Plan and the Business Planning process by linking the Key Results to the Defence Tasks.

Preventive Diplomacy

Action to prevent disputes from arising between parties and or to prevent existing disputes from escalating into conflict. It can include a preventive deployment of forces, prior to the outbreak of conflict, to defuse tension, enhance confidence, and prevent minor incidents from escalating inadvertently to full-scale hostilities.

Reach

The beneficiaries of a program/service/policy. Reach at the output level is generally specific and can be enumerated (e.g. Department of Fisheries and Oceans benefits from CF maritime surveillance activities). The reach of the broader outcome level of results refers to the ultimate beneficiaries such as a sector of the economy or all Canadians.

Readiness

The level of preparedness (materiel, personnel) to respond to the risk described in a scenario or to an actual emergent operation. A state of readiness can be increased over time through recruiting, training or increased materiel capability. A reduced state of readiness is maintained to reduce the wear and tear on personnel and equipment and to reduce costs. Applicable readiness states are: High, Normal, Reduced, and Mobilization.

Readiness State

Identifies the overall operational capability required to perform a task, and is assigned to a unit or formation by the responsible Commander using the five components of personnel, equipment, training, service support and command and control.

Report on Plans and Priorities (RPP)

The reports which provide departmental estimates information to Parliament on departmental plans and expected performance. They generally include information such as mission/mandate, objectives, strategies and programs, inputs, activities, outputs, outcomes, and performance measures.

Response Time

The time between issuance of a warning order and the requirement for a tasked element to be ready to respond. This time is measured in minutes, hours or days and is based on having the element ready at the appropriate level of operational capability in its normal location. It does not include transit time to the area of operations.

Scenario

An outline of a planned series of events (real or imagined) including specifications as to the various scenes and situations, cast of characters and detailed direction for the stage settings and the development of events.

Scenario Based Capability Planning

Based on assessments of the external and internal environments at various points into the future, scenarios of capability output requirements are identified and established upon which plans are developed and resources assigned.

Service Level Agreement

The means for ensuring coherence across functional organizations by establishing the level of support that one Level One organization provides another either in the conduct of operations or in the management of apportioned corporate accounts. Service Level Agreements establish horizontal accountability and include information pertinent to service standards.

Service Standard

Standards of service promised to a client, customer, stakeholder, etc., which include such elements as descriptions of the service to be provided, service pledges or principles, delivery targets, and complaint and redress mechanisms.

Special Entities

Those senior managers who, while still responsible for effective resource stewardship, have a unique reporting and accountability relationship such that the DM/CDS do not exercise full authority over them.

Strategic Guidance

Broad guidance for the Department regarding priorities, required capabilities, responsibilities and resourcing can exist at a variety of levels. At the highest level it is captured in *Shaping the Future of Canadian Defence: A Strategy for 2020*. It broadly includes extant guidance, plans, doctrine and operational direction.

Strategies and Programs

Represent the approaches an organization follows in fulfilling its objectives.

Sustainability

The time that consumables such as critical spares, petroleum, oils and lubricants, munitions and food can be maintained enabling forces to remain engaged in operations. The usage of these items is heavily dependent on the nature of the conflict. Operations Other Than War and periods leading up to hostilities will generally use significantly less consumables, especially munitions, than during periods of hostilities.

Sustainment

The requirement for a military force to maintain its operational capability for the duration required to achieve its objectives. Sustainment consists of the continued supply of consumables, and the replacement of combat losses and non-combat attrition of equipment and personnel.

Task-Tailored Force

A temporary grouping of units formations, under one Commander, formed for the purpose of carrying out a specific operation or mission.

Total Paid Strength

The sum of military personnel on Functional Strength, Project Management (Vote 1 and Vote 5), Secondments, the Advanced Training List, the Basic Training List, Subsidized University Training List, Medical Holding List, Retirement Leave and Class C Reserve.

Vanguard

The Vanguard is that portion of the Main Contingency Forces that is maintained at a higher readiness and that deploys in advance of the main force.

LIST OF ABBREVIATIONS

AAD	Area Air Defence
ABM	Anti-Ballistic Missile
ACCS	Air Communications and Command Squadron
ACP	Aid of the Civil Power
ACV	Arms Control Verification
ALSC	Afloat Logistics and Sealift Capability
AOR	Auxiliary Oiler Replenishment
APC	Armoured Personnel Carrier
ADM(FIN CS)	Assistant Deputy Minister (Finance and Corporate Services)
ADM(IE)	Assistant Deputy Minister (Infrastructure and Environment)
ADM(IM)	Assistant Deputy Minister (Information Management)
ADM(MAT)	Assistant Deputy Minister (Materiel)
ADM(HR-MIL)	Assistant Deputy Minister (Human Resources-Military)
ADM(HR-CIV)	Assistant Deputy Minister (Human Resources-Civilian)
ADM(POL)	Assistant Deputy Minister (Policy)
ADM(S&T)	Assistant Deputy Minister (Science & Technology)
AEW	Airborne Early Warning
AFC	Armed Forces Council
AFCCIS	Air Force Command and Control Information System
ARLU	Annual Reference Level Update
ASC	Advanced Surgical Centre
ASD	Alternative Service Delivery
ATL	Advanced Training List
\$BY	Budget-Year Dollar
BP	Business Plan
BTL	Basic Training List
C^2	Command and Control
C^4ISR	Command, Control, Communications, Computers, Intelligence Surveillance & Reconnaissance
CADRE	Command & Control and Area Air Defence Replacement
CANMILSATCOM	Canadian Military Satellite Communications
CANUS	Canada-United States
CAP	Career Assignment Program
CAS	Chief of the Air Staff
CASARA	Civil Aviation Search and Rescue Association
CCMD	Canadian Centre for Management Development
CCO	Canadian Cadet Organizations
CCO/CIC	Canadian Cadet Organization/Cadet Instructors Cadre
CCU	Commodore Convoy Unit
CDS	Chief of the Defence Staff
CEP	Corporate Environmental Program
CF	Canadian Forces
CFB	Canadian Forces Base
CFCS	Canadian Forces Command System
CFEC	Canadian Forces Experimentation Centre

CFGB	Canadian Forces Grievance Board
CFHA	Canadian Forces Housing Agency
CFIOG	Canadian Forces Information Operation Group
CFNA	Canadian Forces Northern Area
CFNBC	Canadian Forces Nuclear Biological Chemical
CFNCIU	Canadian Forces National Counter Intelligence Unit
CFRETS	Canadian Forces Recruitment, Education and Training Systems
CFMWC	Canadian Forces Maritime Warfare Centre
CFRGHQ	Canadian Forces Recruiting Group Headquarters
CFS	Canadian Forces Station
CFSRS	Canadian Forces Supplementary Radio System
CFSU	Canadian Forces Support Unit
CHRA	Canadian Human Rights Act
CHRC	Canadian Human Rights Commission
CI	Communications Intelligence
CLC	Canada Labour Code
CLS	Chief of the Land Staff
CMG	Canadian Medical Group
CMJ	Chief of Military Judges
CMS	Chief of the Maritime Staff
CND	Computer Network Defence
COE	Concept of Employment
C Res & Cdts	Chief Reserves and Cadets
CRS	Chief Review Services
CSE	Communications Security Establishment
CSG	Canadian Support Group
CSS	Combat Service Support
CT	Counter Terrorism
CUC	Common User Corp
DART	Disaster Assistance Response Team
DB	Director Budget
DCDS	Deputy Chief of the Defence Staff
DDA	Director Defence Analysis
DDH	Helicopter Carrying Destroyer
DFAIT	Department of Foreign Affairs and International Trade
DFO	Department of Fisheries And Oceans
DGHS	Director General Health Services
DGMC	Director General Military Careers
DGMHRPP	Director General Military Human Resource Policy and Planning
DGMRS	Director General Management Renewal Services
DGNS	Director General Nuclear Safety
DGPA	Director General Public Affairs
DGSP	Director General Strategic Planning
DIHRS	Defence Integrated Human Resources System
DIN	Defence Information Network

DM	Deputy Minister
DMC	Defence Management Committee
DMS	Defence Management System
DND	Department of National Defence
DND/CF LA	Department of National Defence/Canadian Forces Legal Advisor
DP	Defence Plan
DPG	Defence Planning Guidance
DSP	Defence Services Program
DWAN	Defence Wide Area Network
ECS	Environmental Chief of Staff
EE	Employment Equity
EMS	Expenditure Management System
EPA	Effective Project Approval
EPC	Emergency Preparedness Canada
EPM	Equipment Program Management
EW	Electronic Warfare
FAA	Financial Administration Act
FFH	Helicopter Carrying Frigate
FMAS	Financial and Managerial Accounting System
FORD	Financial Officer Recruitment and Development
FY	Fiscal Year
GDP	Gross Domestic Product
HLVW	Heavy Logistics Vehicle Wheeled
HMCS	Her Majesty's Canadian Ship
HQ	Headquarters
HR	Human Resources
IIE	Integrated Information Environment
IMAC	Information Management Advisory Committee
IMI	Information Management Infrastructure
IO	Information Operations
IOCC	Information Operations Coordination Cell
IP	Information Protection
IRF	Immediate Reaction Forces
ISR	Intelligence, Surveillance & Reconnaissance
JAG	Judge Advocate General
JC2IS	Joint Command and Control Information System
JFHQ	Joint Force Headquarters
JOG	Joint Operations Group
JTF	Joint Task Force
JTF HQ	Joint Task Force Headquarters
JSG HQ	Joint Support Group Headquarters
JSP	Joint Space Project
LAV	Light Armoured Vehicle
LFC	Land Force Command
LFCS	Land Forces Command System
LFDTS	Land Forces Doctrine and Training System

LFIS	Land Forces Information System
LTCP	Long Term Capital Plan
LSVW	Light Support Vehicle Wheeled
MARCOM	Maritime Command
MARLANT	Maritime Forces Atlantic
MARPAC	Maritime Forces Pacific
MASIS	Materiel Acquisition Support Information System
MCF	Main Contingency Force
MCDV	Maritime Coastal Defence Vessel
MCOIN	Maritime Command Information Network
MetOC	Meteorological and Oceanographic
MLVW	Medium Logistics Vehicle Wheeled
MND	Minister of National Defence
MOS	Military Occupation Structure
MOU	Memorandum of Understanding
MPCC	Military Police Complaints Commission
MR	Miscellaneous Requirements
MSA	Maritime Support Auxiliary
MSP	Munition Supply Program
MTAP	Military Training Assistance Program
NATO	North Atlantic Treaty Organization
NAVRES HQ	Naval Reserve Headquarters
NBCD	Nuclear Biological Chemical Defence
NDCC	National Defence Command Centre
NDHQ	National Defence Headquarters
NDOL	National Defence On-Line
NER	Nuclear Emergency Response
NFTC	NATO Flying Training In Canada
NGO	Non-Governmental Organization
NIS	National Investigation Service
NLU	National Level Unit
NORAD	North American Aerospace Defence
NORAD OUTCAN	North American Aerospace Defence Outside Canada
NP	National Procurement
NSS	National Search and Rescue Secretariat
O&M	Operations and Maintenance
OAG	Office of the Auditor General
OCI	Office of Collateral Interest
OGD	Other Government Department
OL	Official Languages
OOTW	Operations Other Than War
OPI	Office of Primary Interest
P RES	Primary Reserve
PCO	Privy Council Office
PDOC	Personnel Development Oversight Committee
PGM	Program Guidance Memorandum
PMB	Program Management Board

PMF	Performance Measurement Framework
PMO	Project Management Office
PMSL	Project Management Source List
PPA	Preliminary Project Approval
PRAS	Planning, Reporting and Accountability Structure
PSC	Public Service Commission
PSEA	Public Service Employment Act
PSER	Public Service Employment Regulations
PSSRA	Public Service Staff Relations Act
PSSRB	Public Service Staff Relations Board
PWGSC	Public Works and Government Services Canada
PY	Person-Year
QOL	Quality of Life
R&D	Research and Development
RAMS	Realty Asset Management System
RAME	Realty Asset Measurement and Evaluation
RASP	Realty Asset Strategic Plan
RCC	Rescue Coordination Centre
RCMP	Royal Canadian Mounted Police
RMA	Revolution in Military Affairs
S&T	Science and Technology
SAR	Search and Rescue
SCP	Strategic Capabilities Plan
SCONDVA	Standing Committee On National Defence And Veterans Affairs
SDS	Sustainable Development Strategy
SEMC	Strategic Environmental Management Committee
SHIRBRIG	Standby High Readiness Brigade
SLA	Service Level Agreement
SNFL	Standing Naval Forces Atlantic
SRR	Supplementary Ready Reserve
SSK	Diesel Submarine
SSSR	Site Support Services Review
STANAVFORLANT	Standing Naval Forces Atlantic
STANAVFORMED	Standing Naval Forces-Mediterranean
SWE	Salary Wage Envelope
TB	Treasury Board
TBC	To Be Confirmed
TBS	Treasury Board Secretariat
TLN	The Leadership Network
UN	United Nations
UNSAS	United Nations Standby Arrangement System
VCDS	Vice Chief Of The Defence Staff
VLLAD	Very Low Level Air Defence
WMD	Weapons Of Mass Destruction